



Headquarters
United States Army Recruiting Command
Fort Knox, KY

USAREC Regulation 350-13

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Training

School Recruiting Programs

For the Commander:

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History. This publishes a revised USAREC Reg 350-13, which is effective 10 July 2024.

Summary. This regulation prescribes policies and responsibilities for creating and implementing school recruiting programs within the U.S. Army Recruiting Command.

Applicability. This regulation applies to all U.S. Army Recruiting Command organizations and personnel.

Proponent and exception authority. The proponent for this regulation is the U.S. Army Recruiting Command, Deputy Chief of Staff, G-7/9. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. 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. The commander or senior leader will endorse waiver requests and forward them to the policy proponent.

Army management control process. This regulation does not contain management control provisions.

Supplementation. Supplementation of this regulation and establishment of command and local forms is prohibited without prior approval from the Assistant Chief of Staff, G-7/9, 1307 Third Avenue, Fort Knox, KY 40121-2725.

Suggested improvements. Users are invited to send comments and suggested improvements on Department of the Army Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the U.S. Army Recruiting Command G7/9 (RCME-ED), 1307 Third Avenue, Fort Knox, KY 40121-2725

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https://recruiting.army.mil/forms_pubs/

*This regulation supersedes USAREC Regulation 350-13, dated 21 April 2017.

SUMMARY of CHANGE

UR 350-13
School Recruiting Programs

This is an administrative revision, dated 10 July 2024

- Updated Chapter 2
- Added Figure 2-1, Contact Milestones

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Glossary

Chapter 1

General

1-1. Purpose

Establish policy, guidance, and procedures to be followed by personnel within the U.S. Army Recruiting Command (USAREC) in developing, implementing, and maintaining an effective School Recruiting Program (SRP). It employs time-tested techniques, if properly implemented, for outreach, school activities and educational programs to assist in the establishment of a comprehensive and effective school plan (secondary and postsecondary).

1-2. References

For related publications and referenced forms, see Appendix A.

1-3. Explanation of abbreviations.

For Explanations and abbreviations see Glossary

1-4. Policy

a. The basis of school recruiting will be upon a well-executed school plan encompassing both secondary and post-secondary markets identifying markets of opportunity and areas that may need special attention.

b. A school recruiting plan will be initiated during the 3rd quarter (July 1) by brigade to provide school plan guidance to battalions for the upcoming year. Battalion commanders will subsequently develop an SRP to meet battalion specific mission objectives and goals.

c. School plans are designed to assist recruiters with programs and services so they can effectively penetrate the school market by channeling efforts through specific tasks and goals to obtain the maximum number of quality enlistments. Plans will include a matrix of activities that identify the tasks necessary to effectively manage and penetrate both the postsecondary and secondary school markets.

d. A strategic approach to school recruiting is the cornerstone of mission accomplishment. A well-designed SRP creates positive awareness of the Army and interest in Army programs among students and the people who influence them. Therefore, to establish overall continuity of school recruiting efforts, military and civilian personnel assigned, attached, detailed, performing or who support recruiting duties within USAREC, will become familiar with and adhere to the provisions of this regulation.

1-5. Records Management requirements

As decreed by AR 25-400-2, the records management (recordkeeping) requirements for all record numbers, associated forms, and reports are included in the Army's Records Retention Schedule-Army (RRS-A). Detailed information for all related record numbers, forms, and reports associated with AR 25-30 are located in RRS-A at <https://www.arims.army.mil>. (See records management requirements in para 2-12.)

1-6. Responsibilities

a. Recruiting Brigade (Rctg Bde) commanders will designate the Rctg Bde Education Services Specialist (ESS) as the School Recruiting Program (SRP) project officer for:

- (1) School Recruiting Plan (Secondary and Post-Secondary)
- (2) Armed Services Vocational Aptitude Battery-Career Exploration Program (ASVAB CEP)
- (3) Concurrent Admissions Program (ConAP)
- (4) March 2 Success
- (5) Educator/Center of Influence Tour Program
- (6) Release of Directory Information and Access
- (7) Develop an annual SRP plan and training program
- (8) Review and approve or disapprove Recruiting Battalion (Rctg Bn) SRP penetration plans within 30 days of receipt

(9) Represent the Army at the Mid-Level Interservice Recruiting Committee (IRC) meetings

b. Rctg Bde ESSs will:

- (1) Advise the Brigade Commander on Education Information
- (2) Conduct outreach activities and maintain liaison with state education community and associations
- (3) Develop the annual BDE SRP Plan incorporating both high school and college markets

(4) Conduct quality control (QC) on Tier Evaluation Workflows at ten percent (10%) per month using the Tier Evaluation Workflow Quality Control Checklist (USAREC Form 350-13.1, 17 March 2021). The QC Checklist will remain on file with the BDE ESS for three (3) years.

(5) Monitor and maintain overall responsibility for the Educator/Center of Influence Tour Program

(6) Monitor and maintain overall responsibility for the conduct and continued development of the ASVAB CEP Student Testing Program within the Rctg Bde

(7) Monitor and maintain overall responsibility for the conduct and continued development of the ConAP program within the Rctg Bde

(8) Assist the BNs with obtaining student directory information

(9) Assist the BNs with gaining access to secondary and post-secondary schools

(10) Identify BN ESS training needs and develop training modules and conduct training as needed

(11) Assist the Rctg Bde commander in reviewing Rctg Bn SRP penetration plans

c. Rctg Bn commanders will:

(1) Designate the Rctg BN ESS as the School Recruiting Program (SRP) project officer for:

(a) School Recruiting Plan (Secondary and Post-Secondary)

(b) ASVAB CEP

(c) ConAP

(d) March2Success

(e) Educator/Center of Influence Tour Program

(f) Release of Directory Information and Access

(2) Develop an annual SRP plan and training program

(3) Review and approve or disapprove Rctg company SRP penetration plans within 30 days of receipt

(4) Represent the Army at the Military Entrance Processing Stations (MEPS) Inter-service Recruiting Committee (IRC) meetings

(5) Provide required support for the ASVAB CEP program and ensure recruiting personnel are available to serve as proctors during ASVAB testing sessions, as needed

d. Rctg Company Commanders will:

(1) Develop a company SRP plan incorporating both secondary and post-secondary school penetration

(2) Validate completion of all school folders within School Zone (SZ) for all assigned secondary and post-secondary schools within the evaluation tab by completing the Company Commander Review section

(3) Manage the ASVAB program in their respective Rctg Company areas and coordinate all matters pertaining to the ASVAB program with Station Commanders, the Rctg Bn ESS, and the Rctg Bn commander. Commanders will render such assistance as is necessary to maintain an effective ASVAB program

(4) Assist recruiters in making initial contacts with key school administrators to gain access and penetrate both secondary and postsecondary schools

(5) Take ownership of local colleges; build working relationships with points of contact at ConAP colleges

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

(7) Afford key college and secondary school personnel the opportunity to participate in Educator Tours and or COI events

(8) Coordinate with the Rctg Bn advertising and public affairs (APA) office to utilize the advertising available to penetrate the secondary and postsecondary market

(9) Request college student directory information in accordance with the Solomon Amendment no later than the second week of the school term

(10) Report any problems in obtaining student directory information and or access issues to the BN ESS for action

(11) Establish contact with Professor of Military Science (PMS) staff at Army ROTC colleges and coordinate recruiter visits

(12) Establish contact with high school district Junior Reserve Officer Training Corps (JROTC) administrator to assist in access to JROTC students

e. Recruiting Station Commanders will:

(1) Supervise and maintain operational control of all personnel within their Recruiting Station (RS) concerning SRP and ASVAB CEP program

- (2) Ensure recruiters read, understand and comply with this regulation
 - (3) Assign secondary and postsecondary schools within the RS area of operations to either Regular Army (RA) or United States Army Reserve (USAR) recruiters
 - (4) Ensure recruiters complete school folders for all assigned secondary and postsecondary schools within School Zone (SZ) and develop a schools penetration plan
 - (5) Validate completion of all school folders within SZ for all assigned secondary and post-secondary schools within the evaluation tab by completing the Evaluated By section
 - (6) Introduce recruiters to the layout of the RS area of operations and assigned secondary and post-secondary schools
 - (7) Provide training to recruiters on understanding the secondary and post-secondary market and how to recruit and gain access to schools
 - (8) Ensure recruiters responsible for schools are present to act as liaison between school officials, students, and Military Entrance Processing Station (MEPS) or Office of Personnel Management test administrators when their schools are being tested
 - (9) Provide proctors in support of test sessions (one proctor per 40 students), as requested by assigned schools, IRC and directed by Rctg Bn ESS
 - (10) Assist recruiters in developing and maintaining a systematic plan for effective utilization of ASVAB CEP promotional information
 - (11) Ensure that recruiters establish and maintain a harmonious working relationship with recruiters of other services to accomplish the ASVAB CEP testing
 - (12) Ensure recruiters understand ConAP and are trained to conduct ConAP workshops with school POCs
- f. Recruiters will:
- (1) Understand and comply with this regulation
 - (2) Complete school folders for all assigned secondary and postsecondary schools within SZ and develop a school penetration plan for each
 - (3) Be responsible for ASVAB CEP promotion and recruiting activities in high schools (HS), vocational-technical schools, postsecondary colleges, and other educational institutions within the RS area of operations
 - (4) Coordinate ASVAB CEP scheduling in Army assigned schools, using USMEPCOM Form 601-4-3 (Student ASVAB Test Record)
 - (5) Be present during ASVAB CEP testing in their assigned schools to ensure proper coordination
 - (6) Serve as ASVAB CEP test proctors, as required
 - (7) Observe and abide by school guidelines for access mandated restrictions to contact students
 - (8) Assist schools in the process of conducting post ASVAB CEP interpretations to students, when requested
 - (9) Understand and promote ConAP to both secondary and postsecondary school POCs
 - (10) Request the assistance of the Rctg Bn ESS as necessary
 - (11) Ensure all Army presentations and activities on school campuses reflect the entire range of Army programs and incentives while emphasizing the Army's desire that students stay in school and graduate

Chapter 2

The School Recruiting Plan

2-1. Purpose

The purpose of a School Plan is to establish and maintain a presence in secondary and postsecondary schools. School Plans must be aligned accordingly; all USAREC echelons must reflect an active and pragmatic approach to ensure recruiters have access to schools by including Army education programs, educational resources, meetings with key education personnel, and workshops that highlight the Army's commitment to education. See appendix B for a month-by-month listing of suggested activities

2-2. Goals

The school plan is designed to provide guidance to the recruiting field so recruiters have a road map or plan of action to ensure a successful recruiting school year. The goal of the school plan is to provide recruiters the tools and information needed to establish, gain, and maintain access to schools.

2-3. Responsibilities

a. Recruiting Brigade (Rctg Bde) commanders will:

(1) Ensure the Bde contacts 10% of the past 2-year secondary grads, and current SY secondary junior and senior population each month from July to April. Ensuring the Bde achieves 100% of the contact milestone by April 30th. (See figure 2-1)

(2) Establish a Bde policy for contact milestones for post-secondary 2-year and 4-year colleges freshmen and seniors.

b. Designate the Rctg Bde Education Services Specialist (ESS) as the School Recruiting Program (SRP) project officer for:

(1) School Recruiting Plan (Secondary and Post-Secondary)

(2) Armed Services Vocational Aptitude Battery-Career Exploration Program (ASVAB CEP)

(3) Concurrent Admissions Program (ConAP)

(4) March2Success

(5) Educator/Center of Influence Tour Program

(6) Release of Directory Information and Access

(7) Develop an annual SRP plan and training program

(8) Review and approve or disapprove Recruiting Battalion (Rctg Bn) SRP penetration plans within 30 days of receipt

(9) Represent the Army at the Mid-Level Inter-service Recruiting Committee (IRC) meetings

c. Rctg Bde ESSs will:

(1) Advise the Brigade Commander on Education Information

(2) Conduct outreach activities and maintain liaison with state education community and associations

(3) Develop the annual BDE SRP Plan incorporating both high school and college markets

(4) Monitor and maintain overall responsibility for the Educator/Center of Influence Tour Program

(5) Monitor and maintain overall responsibility for the conduct and continued development of the ASVAB-

(6) CEP Student Testing Program within the Rctg Bde

(7) Monitor and maintain overall responsibility for the conduct and continued development of the ConAP program within the Rctg Bde

(8) Assist the BNs with obtaining student directory information

(9) Assist the BNs with gaining access to secondary and post-secondary schools

(10) Identify BN ESS training needs and develop training modules and conduct training as needed

(11) Assist the Rctg Bde commander in reviewing Rctg Bn SRP penetration plans

d. Rctg Bn commanders will:

(1) Ensure the Bn contacts 10% of the past 2-year secondary grads, and current SY secondary junior and senior population each month from July to April. Ensuring the Bn achieves 100% of the contact milestone by April 30th. (See figure 2-1)

(2) Enforce the Bde policy for contact milestones for post-secondary 2-year and 4-year colleges freshmen and seniors.

Designate the Rctg BN ESS as the School Recruiting Program (SRP) project officer for:

(3) School Recruiting Plan (Secondary and Post-Secondary)

(a) ASVAB CEP

(b) ConAP

(c) March2Success

(d) Educator/Center of Influence Tour Program

(e) Release of Directory Information and Access

(2) Develop an annual SRP plan and training program

(3) Review and approve or disapprove Rctg company SRP penetration plans within 30 days of receipt

(4) Represent the Army at the Military Entrance Processing Stations (MEPS) Inter-center service Recruiting Committee (IRC) meetings

(5) Provide required support for the ASVAB CEP program and ensure recruiting personnel are available to serve as proctors during ASVAB testing sessions, as needed

e. Rctg Bn ESSs will:

- (1) Advise the Battalion Commander on Education Information
- (2) Develop the annual BN SRP plan incorporating both high school and college markets
- (3) Coordinate with and assist Company Commander in the development and implementation of the annual SRP plan
- (4) Assist the recruiting force with obtaining student directory information
- (5) Assist the recruiting force with gaining, maintaining and improving access to secondary and postsecondary schools
- (6) Identify recruiting force training needs and develop training modules and conduct training as needed
- (7) Conduct outreach activities and maintain liaison with state and local education community and associations
- (8) Develop annual Educator/Center of Influence Tour Program guidance
- (9) Establish and maintain a working relationship with all MEPS ESS(s) supporting the BN area of operations
- (10) Manage the BN ASVAB CEP school testing program
 - (a) Provide ASVAB CEP training to recruiters and assistance with promoting, scheduling, and post-test services, to include post ASVAB CEP interpretations
 - (b) Provide ConAP training to recruiters and assistance with promoting the overall ConAP program to secondary and post-secondary schools
 - (c) Assist with coordination of the Army's portion of the ASVAB testing program with MEPS ESS
 - (d) Serve as a member of the MEPS education Pre-IRC committee meeting and use of the IRC as the forum for resolution of problems related to ASVAB and relations with HS

f. Rctg Company Commanders will:

- (1) Develop a company SRP plan incorporating both secondary and post-secondary school penetration
- (2) Validate completion of all school folders within School Zone (SZ) for all assigned secondary and post-secondary schools within the evaluation tab by completing the Company Commander Review section
- (3) Ensure the company contacts 10% of the past 2-year secondary grads, and current SY secondary junior and senior population each month from July to April. Ensuring the company achieves 100% of the contact milestone by April 30th. (See figure 2-1)
- (4) Enforce the Bde policy for contact milestones for post-secondary 2-year and 4-year colleges freshmen and seniors.
- (5) Manage the ASVAB program in their respective Rctg Company areas and coordinate all matters pertaining to the ASVAB program with Station Commanders, the Rctg Bn ESS, and the Rctg Bn commander. Commanders will render such assistance as is necessary to maintain an effective ASVAB program
- (6) Assist recruiters in making initial contacts with key school administrators to gain access and penetrate both secondary and postsecondary schools
- (7) Take ownership of local colleges; build working relationships with points of contact at ConAP colleges
- (8) Ensure recruiters comply with procedural rules and guidelines established by the schools
- (9) Afford key college and secondary school personnel the opportunity to participate in Educator Tours and or COI events
- (10) Coordinate with the Rctg Bn advertising and public affairs (APA) office to utilize the advertising available to penetrate the secondary and postsecondary market
- (11) Request college student directory information in accordance with the Solomon Amendment no later than the second week of the school term
- (12) Report any problems in obtaining student directory information and or access issues to the BN ESS for action
- (13) Establish contact with Professor of Military Science (PMS) staff at Army ROTC colleges and coordinate recruiter visits
- (14) Establish contact with high school district Junior Reserve Officer Training Corps (JROTC) administrator to assist in access to JROTC students

g. Recruiting Station Commanders will:

- (1) Supervise and maintain operational control of all personnel within their Recruiting Station (RS) concerning SRP and ASVAB CEP program

- (2) Ensure recruiters read, understand and comply with this regulation
 - (3) Ensure the station contacts 10% of the past 2-year secondary grads, and current SY secondary junior and senior population each month from July to April. Ensuring the station achieves 100% of the contact milestone by April 30th. (See figure 2-1)
 - (4) Enforce the Bde policy for contact milestones for post-secondary 2-year and 4-year colleges freshmen and seniors.
 - (5) Assign secondary and postsecondary schools within the RS area of operations to either Regular Army (RA) or United States Army Reserve (USAR) recruiters
 - (6) Ensure recruiters complete school folders for all assigned secondary and postsecondary schools within School Zone (SZ) and develop a schools penetration plan
 - (7) Validate completion of all school folders within SZ for all assigned secondary and post-secondary schools within the evaluation tab by completing the Evaluated By section
 - (8) Introduce recruiters to the layout of the RS area of operations and assigned secondary and post-secondary schools
 - (9) Provide training to recruiters on understanding the secondary and post-secondary market and how to recruit and gain access to schools
 - (10) Ensure recruiters responsible for schools are present to act as liaison between school officials, students, and Military Entrance Processing Station (MEPS) or Office of Personnel Management test administrators when their schools are being tested
 - (11) Provide proctors in support of test sessions (one proctor per 40 students), as requested by assigned schools,
 - (12) IRC and directed by Rctg Bn ESS
 - (13) Assist recruiters in developing and maintaining a systematic plan for effective utilization of ASVAB CEP promotional information
 - (14) Ensure that recruiters establish and maintain a harmonious working relationship with recruiters of other services to accomplish the ASVAB CEP testing
 - (15) Ensure recruiters understand ConAP and are trained to conduct ConAP workshops with school POCs
- h. Recruiters will:
- (1) Understand and comply with this regulation
 - (2) Contact 10% of the past 2-year secondary grads, and current SY secondary junior and senior population each month from July to April. Ensuring the station achieves 100% of the contact milestone by April 30th. (See figure 2-1)
 - (3) Follow the Bde policy for contact milestones for post-secondary 2-year and 4-year colleges freshmen and seniors.
 - (4) Complete school folders for all assigned secondary and postsecondary schools within SZ and develop a school penetration plan for each
 - (5) Be responsible for ASVAB CEP promotion and recruiting activities in high schools (HS), vocational-technical schools, postsecondary colleges, and other educational institutions within the RS area of operations
 - (6) Coordinate ASVAB CEP scheduling in Army assigned schools, using USMEPCOM Form 601-4-3 (Student ASVAB Test Record)
 - (7) Be present during ASVAB CEP testing in their assigned schools to ensure proper coordination
 - (8) Serve as ASVAB CEP test proctors, as required
 - (9) Observe and abide by school guidelines for access mandated restrictions to contact students
 - (10) Assist schools in the process of conducting post ASVAB CEP interpretations to students, when requested
 - (11) Understand and promote ConAP to both secondary and postsecondary school POCs
 - (12) Request the assistance of the Rctg Bn ESS as necessary
 - (13) Ensure all Army presentations and activities on school campuses reflect the entire range of Army programs and incentives while emphasizing the Army's desire that students stay in school and graduate

2-4. Brigade and Battalion Secondary and Postsecondary School Plans

The S2, APA and ESS will work together to identify high-priority schools and markets of opportunity. Prior to the end of the school year, the brigade will create a detailed school plan and distribute it to the battalion level. The brigade will emphasize USAREC's contact milestone policy for secondary schools and set up its own contact milestone policy for post-

secondary 2-year and 4-year colleges freshmen and seniors. Battalion leadership will collaborate with the brigade to ensure that the intent and contact milestones outlined in the brigade's school plan are clearly restated and expanded upon in the battalion's school plan. The battalion's school plan will offer precise guidance and contact milestones for the recruiting companies.

a. Secondary School Plans will include, but not be limited to:

- (1) Prospecting
- (2) Grad Market
- (a) Drop-out rates for local and state areas
- (3) Campus participation
- (4) Educational COI Development and Education
- (b) HS Principals, Counselors, School Board Members, state and local district members
- (5) Community COI Development and Education organizations
- (6) Educational resources and workshops (March2Success, ConAP, ArmyEdSpace.com, ASVAB CEP)
- (7) Directory Information
- (8) School Zone
- (9) Shaping operations/events

b. The following areas will be considered when developing a school plan:

- (1) Schools within Must Win-Must Keep zip codes
- (2) ASVAB CEP
- (a) Testing and non-testing schools
- (b) ASVAB CEP School release options
- (c) ASVAB CEP interpretations
- (d) ASVAB CEP promotions in schools
- (3) School access: gain, maintain, and improve access to secondary schools

c. Post-Secondary School Plans will include, but not be limited to:

- (1) Campus participation
- (2) Drop-out rates
- (3) Student loan default rates
- (4) Educational resources and workshops (March2Success, ConAP)
- (5) Educational COI Development and Education organizations
- (a) Priority college markets
- (b) ConAP POCs will be identified and ConAP workshops provided by BDE or BN ESSs
- (c) College Admissions Counselors, Registrars
- (6) Directory Information
- (7) School Zone
- (8) Shaping operations/events
- (9) School access: gain, maintain, and improve access to post-secondary schools

2-5. Recruiting Company School Plans

Company school plans will reflect the guidelines and milestones set forth by the brigade and battalion school plans.

Company Commanders will nest their school plans within the parameters of the brigade and battalion school plans with additional responsibility of identifying specific duties associated to the recruiting station based on company mission. School plans will include, but not be limited to the above-identified intended goals.

2-6. Recruiting Station School Plans

Recruiting Station School Plans will reflect the guidelines and milestones set forth by Company, Battalion, Brigade and USAREC. Achieving 100% of the contact milestone by April 30th contacting 10% of the past 2-year secondary grads, and current SY secondary junior and senior population each month (See figure 2-1).

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR
PAST 2 YEAR GRADS	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
CURRENT SY SENIORS/ JUNIORS	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%

Figure 2-1 Contact Milestones

Chapter 3 High School Relations

3-1. Purpose

Army recruiters will establish rapport and credibility with school officials, to include high school principals, guidance counselors, registrars, and local, state, and district education representatives. Appendix B provides samples for a month-by-month listing of suggested activities.

3-2. Establishing and maintaining rapport

Establishing rapport with school officials is a key step in maintaining access to schools. School recruiting is critical to both short-term and long-term recruiting success. Recruiters will establish rapport with key influencers by implementing the following guidelines:

- a. Respect that schools are autonomous and that every school's organizational climate and structure is different. Recruiters will tailor approaches to each school based on its autonomy and continue to maintain and improve school relations.
- b. Ensure that schools are aware that the recruiter is a partner in education and is there to encourage students to stay in school and to provide resources to promote the Army as an option after graduation.
- c. Represent Army values and demonstrate absolute professionalism and integrity.
- d. Recruiters need to ensure school officials understand why school recruiting is necessary. Use the Educator/Center of Influence (E/COI) program, presentations and request assistance from the Rctg Bn Education Services Specialist (ESS) and the Rctg Bn Advertising and Public Affairs staff to gain and maintain access to schools.
- e. Always schedule a courtesy visit with the principal and assistant (vice) principal(s) before school starts, if possible, but at least early in the SY. The Rctg Co Commander or RS leader will go with new recruiters on the first visit to each school. The Rctg Co Commander visits the school superintendent at least one per school year.
- f. Cultivate relationships with guidance counselors, coaches, librarians, administrative staff, and teachers to reinforce Army programs.
- g. Know and follow the school's ground rules on access and school visits. Find out as early as possible what the rules are, and remember, they can change.
- h. Never react negatively to a school's refusal to support recruiting initiatives. Seek alternative approaches to accomplish the mission while maintaining professional composure and presenting a positive image. Issues such as access and obtaining school directories will be directed to the chain of command and Rctg BN ESS for assistance.
- i. School staff, especially counselors, will be kept informed when students are processing for enlistment. If seniors must be scheduled for processing during school hours, coordination will be made with school officials in advance.
- j. Don't discuss civilian life or jobs negatively with school officials or students.
- k. Attend as many school activities as possible and offer Army skills and training as a resource to the school. Attend events in uniform or dress appropriately if coaching a sport or working in a shop.
- l. Keep all scheduled appointments with or at a school. If a different Soldier must visit a school, get permission from the school in advance.
- m. Work with school officials at the end of each school year to coordinate the beginning of the year visits, work-shops, and presentations to ensure appropriate timing with school personnel.
- n. Keep relationships with students and school officials on a professional level. Recruiters must earn respect. Refrain

from making careless remarks to or about school personnel, discussing other students' ASVAB CEP scores or making negative remarks about other services.

3-3. School profile

Each school has a distinct chain of command structure and Recruiters will tailor a program to fit the needs and interests of the individual school. Recruiters will determine best practices based on previous years' SZ electronic school folder entries to determine what has been successful or ineffective in order to develop quality and effective school year plans within SZ. School year activities and objectives for each school will be based on a critical review of mission goals and prior events that have led to increased access and/or Recruiter synergy with school faculty, staff and administration and students. Contact the Rctg Bn ESS and the Advertising and Public Affairs staff for historical information and Army unique programs and services to use in assigned schools (e.g., Concurrent Admissions Program (ConAP), March 2 Success, ASVAB CEP).

3-4. Student influencer

Student influencers play a critical role in the SRP. Student influencers include, but are not limited to, class officers, newspaper and yearbook editors, and athletes. Recruiters will share Army resources and ensure students are aware of Army benefits, such as education and skill training.

3-5. Educator, parent, and business influencers

Many educators, parents, and business leaders are not aware of the multifaceted opportunities that America's Army offers today's youth. Ensure the total community is cognizant of what programs and services are available, not only for students, but school systems, parent's groups and the business community as well. Never pass up the opportunity to address the parent teacher association. Keep those influencers informed. Provide them with information on the benefits of an Army enlistment, continued education, and focused skill training. Members of the community can provide guidance and serve as positive influencers who can help Recruiters elicit awareness of the many opportunities the Army offers to its Soldiers.

3-6. E/COI Tours

a. E/COI tours (see Ed/COI UR 601-2) are designed to be professionally enriching experiences for key influencers. The purpose of the E/COI tours is:

(1) To support the recruiting force by improving recruiter access to secondary and postsecondary school markets.

(2) To communicate the following messages to tour participants:

(a) Education and training opportunities in America's Army provide excellent foundations for today's youth to mature and create a successful future for themselves and their families.

(b) Army interest in Soldier welfare and development matches the concern educators have for their students.

(c) Training and educational opportunities make the Army a competitive career choice worthy of consideration by every graduating HS student.

(3) To obtain support from educators and key influencers for improving access to schools, arranging availability of directory information, and administering the ASVAB.

b. E/COI tour nominations. Rctg Bns are authorized and funded to conduct, at a minimum, one E/COI tour per fiscal year. Each Rctg Co is limited in the number of nominees depending on the size of the tour. Recruiters will submit nominations to the BN ESS for the desired participants with the goal of selecting key influencers who can testify as to the quality of Army educational benefits and technical training. Key policy makers are principals, superintendents, and school board members who can establish a more favorable policy toward school access, ASVAB CEP testing, and release of directory information. College administrators, financial aid counselors, admissions officers, and registrars can support recruiters and influence students at the postsecondary level.

3-7. Recruiter responsibilities

Recruiters will:

a. Assess school market to determine problem areas. Identify those key influencers and policymakers who can help remove the barriers to recruiting.

b. Submit nominations through appropriate channels to the E/COI tour program manager. Provide accurate address/e-mail address information for written or e-mailed invitations.

c. Follow up with the nominee(s) to ensure they receive the tour invitation. Coordinate with tour program manager when the tour selectee has agreed to participate.

d. Escort and transport tour participants to and from the departure point.

e. Immediately following the tour, follow up with your E/COIs. Accept volunteered support and request additional assistance (testing, access, etc.).

Chapter 4

School Guidelines

4-1. Purpose

The purpose of this chapter is to set forth guidelines and expectations for both school officials and Army recruiters throughout the SY. These guidelines assume that the schools afford representatives of all the armed services a reception in the schools equal to the reception given to the representatives of other career and educational institutions.

4-2. Annual planning meeting

Company Commanders will conduct an annual meeting with school officials and armed services recruiting representatives prior to the beginning of the SY. A key objective of the meeting is to develop a clear understanding of school district policy and procedures in secondary school markets and to discuss updates to campus policies for the coming year.

a. Ideally, faculty representatives should include the principal, campus presidents, the head of the guidance department, and school counselors with primary responsibility for military career information.

b. Each Service recruiting representative, with supervisory or liaison authority, the designated recruiter and local Education Services Specialist (when possible) will attend the annual meeting. Recruiting representatives will provide the name, address, and telephone number of their respective commanding officer to facilitate quick resolution of misunderstandings.

c. Issues to be discussed at the annual planning meeting will include:

- (1) Recruiter access to students.
- (2) School district policy relating to the release of student directory information.
- (3) Student absences for recruiting activities.
- (4) ASVAB CEP program.
- (5) Armed Services' stay- in- school policy
- (6) Current information on armed services education and career opportunities.
- (7) An informational meeting early in the SY for all interested faculty members with armed services representatives.
- (8) Mutual expectations for the SY.

d. The school representatives are encouraged to discuss and make available the materials normally provided students. For example:

- (1) Student Handbook.
- (2) Counselors catalog and schedule of classes.
- (3) School activities; major events in the school calendar.
- (4) School organization chart.
- (5) A school map or floor plan.

4-3. Recruiter expectations of school officials

It is reasonable for the armed services' recruiters to expect school officials to:

a. Allocate opportunity for presentations and individual student contact on armed services' careers and educational opportunities on par with other career and educational institutions.

b. Display information on armed services' careers and educational opportunities along with information on all other career and educational opportunities.

c. Assist with the interpretation of ASVAB CEP test scores as requested by students and parents.

d. Assist in developing awareness of career and educational opportunities offered by the armed services.

e. Release student directory information in accordance with legislative and school district policies.

f. Invite recruiters to participate in career fairs, college nights, and other activities where non-school personnel present career and educational options.

4-4. School officials expectations of Recruiters

Recruiters will:

- a. Encourage all students to stay in school to graduate.
- b. Reinforce student participation in academic, technological, and career and technical courses appropriate to their career plans.
- c. Encourage acceptance of the ASVAB CEP program and aid in interpretation of the results.
- d. Contact students within the guidelines established by school officials.
- e. Present clear, accurate, and complete information to students by giving honest answers on both positive and negative aspects of military life so that students may make informed choices.
- f. Visit the school in accordance with guidelines established at the annual planning meeting.
- g. Make appointments in advance for visits to school officials.
- h. Notify the school when a student is required to leave school early for recruiting purposes.
- i. Have written permission from a student or parent, if the student is a minor, before requesting school records.

Chapter 5

School Zone

5-1. Purpose

School Zone (SZ) is designed to assist recruiters in developing an effective and consistent SRP. School Zone provides recruiters with an historical reference of past and current performance and productivity of SRP. The electronic school folders are used by recruiters to document essential information on each assigned school. School Zone folders will be prepared on all assigned schools to include postsecondary institutions. Document all school visits and activities which impact recruiting within the Activities tab. See the default screen for secondary school or high school in figure 5-1.

5-2. Responsibilities

Recruiters will:

- a. Review School Zone for their assigned schools once per FY quarter to ensure changes are captured in the school zone record.
- b. Ensure that all school activities and school personnel names and contact information are entered into HSS/FAZR.
- c. Make appointments in advance for visits to school officials.
- d. Create time on the school calendar to meet with Principal, Vice or Assistant Principal, Guidance Counselors, etc. to discuss table set-ups or other appropriate recruiting activities that can be conducted at the school.
- e. Enter contacts made and all recruiting activities conducted at the school into the school folder in School Zone.
- f. Visit the school in accordance with guidelines established at the planning meeting.

School Information		Faculty/Students	Activities	Evaluation	School Events Calendar
14-15	>>	13-14	12-13	1A4V	ABBEY KELLEY FOSTER CHARTER PUBLIC SCHOOL WORCESTER, MA
Statistics					
HS ASVAB					
ASVAB Service	ASVAB Projected Date	ASVAB Date	SR	JR	Total SR/JR
	YYYYMMDD		0	0	0
		ASVAB Received Date	Total Received		
			0		
High School Population		HS Performance Achievements		JROTC	
SR	JR	Total	RA	AR	
91	88	179	0	1	
		Goal:			
		Achieved Current:	0	0	
		Achieved History:	2	0	
		Service	M	F	Total
			0	0	0
Additional Information					
Web Site: www.edline.net/pages/AbbyKelleyFosterCPS					
Graduation Date: 20140613					
Name of School Newspaper:					
Accept Ads:		Ads Placed:		Date Placed:	
<input type="radio"/> Yes <input checked="" type="radio"/> No		<input type="radio"/> Yes <input checked="" type="radio"/> No			
List(s) Released by School Officials:		If Yes, Enter POC: received by guidance			
<input checked="" type="radio"/> Yes <input type="radio"/> No					
School Directory List Information (What, When, Who): 2014 & 2015 list loaded on 28 OCT 2013					
Characters left: 217					
		Save		Cancel	

Figure 5-1. School Zone Example

5-3. School Information

When accessing school information within School Zone, depending on the school type selected (Secondary, Post-Secondary); screens within the School Zone database will display different information. The following tabs of the electronic school folder are the same and sections contain the corresponding data:

- School Information tab: Annotate ASVAB CEP Projected date, HS enlistment goal, JROTC/ROTC information and other basic information. This information will be kept current.
 - Faculty/Student tab: Annotate school faculty, student and ROTC/JROTC member.
 - Activities tab: Provides input and view of what recruiters planned and accomplished based on two types of activities: Prospecting and Administrative. Corresponding planned actions are contingent on the activity selected and differ based on the school type i.e. college vs. high school. Note: Recruiters will document all school visits.
 - Evaluation tab: Displays information to assess and determine school support. Evaluation is based on eight areas: Access, Student Directory, Total Senior Population, DOD Market Share, ASVAB, Publicity, Presentations and TAIR and JROTC. Response to questions in these areas are point based, and total points determine if the school fully supports, partially supports or does not support. This section also contains other criteria to consider for final determination of targeted school. Targeted schools are those schools that have a high propensity for enlistments.
 - School Events Calendar: Provides review and input of when/where listed events will occur throughout the SY. It also provides users of SZ to see what events are occurring at the school. Within this tab, the Recommended Events link provides a suggested list of activities to conduct during the SY. If a recruiter is going to attend an event, he or she will add his or her participation under the Activity link.
- Note:** For the School Zone user assistance guide or additional information, access the Help link from the School Zone home- page.

5-4. Filing and disposition

School Zone is initiated on 1 July or the next available workday.

Chapter 6

School Recruiting Education Programs

6-1. Purpose

This chapter details the primary education programs utilized by the recruiting force in the secondary and post-secondary school markets.

6-2. ASVAB CEP

ASVAB CEP, developed at the direction of the Department of Defense (DOD), is offered through the student testing program to HSs and other educational institutions. ASVAB CEP is designed to:

- a. Provide the field recruiter with a source of leads of high school seniors and juniors qualified through the ASVAB CEP for enlistment into the Active Army and Army Reserve.
- b. Provide HS students and their counselors with a tool for career exploration through evaluation of students' current aptitudes as measured by the ASVAB CEP and career exploration via the Find Your Interest Inventory and career search tool within the ASVAB CEP Program website (www.asvabprogram.com).

6-3. Recruiter Responsibilities

- a. Coordinate ASVAB CEP scheduling in Army assigned schools using USMEPCOM Form 601-4-3-E (Student ASVAB Test Record). The BN ESS will serve as a liaison with the MEPS ASVAB CEP program manager.
- b. Promote ASVAB CEP in HSs, vo-tech schools, and postsecondary institutions in assigned area.
- c. Enter the dates for ASVAB CEP testing into the school's folder in School Zone.
- d. Be present during testing sessions in assigned schools to ensure proper coordination.
- e. Serve as test proctors, as required.
- f. Use ASVAB CEP test scores to contract and enlist qualified personnel.
- g. Observe and abide by school mandated restrictions on the use of ASVAB CEP test scores to contact students.
- h. Assist schools in the process of interpreting ASVAB CEP test results to students, and provide information about the Career Exploration Program.
- i. Request additional training, as needed, on marketing the ASVAB CEP and test interpretation from the BN ESS.
- j. ASVAB score reports are released to recruiters in accordance with Table 6-1 below:

Table 6-1 School ASVAB-CEP Release Options	
Option	Instructions for providing access to student test information to recruiting services
1	Provide student test information to recruiting services no sooner than 7 days after mailed to school
2	Provide student test information to recruiting services no sooner than 60 days after mailed to school
3	Provide student test information to recruiting services no sooner than 90 days after mailed to school
4	Provide student test information to recruiting services no sooner than 120 days after mailed to school
5	Provide student test information to recruiting services no sooner than the end of the SY for that specific school or 30 June
6	Provide student test information to recruiting services no sooner than 7 days after mailed to school with instructions that no telephone solicitation by recruiters will be conducted as a result of test information provided.
7	Invalid test results. Student test information is not provided to recruiting services.
8	Access to student test information is not provided to recruiting services.

Table 6-1. School ASVAC-CEP Release Options

6-4. Marketing the ASVAB CEP

- a. Market and coordinate the ASVAB CEP in assigned schools. Contact the BN ESS regarding schools that do not participate in ASVAB testing.
- b. Present ASVAB CEP workshops to schools to ensure full utilization of ASVAB testing and score release.

6-5. Benefits of ASVAB CEP

- a. The ASVAB CEP prequalifies potential applicants academically before more expensive and time-consuming medical and moral qualifications are conducted. The ASVAB CEP recruiter service printout provides information on ASVAB CEP test scores, military aptitude composites, and career goals. It identifies the best potential prospects for recruitment. The printout provides the recruiter with concrete and personal information about the student that is important when discussing career and education incentives with applicants. The ASVAB CEP recruiter service printout is a working document that provides recruiters with a list of students qualified for military service with test scores that are valid for enlistment for 2 years.
- b. The ASVAB CEP is also a comprehensive career exploration program that provides students with a structured

approach to career and vocational planning, identifies student academic strengths and weaknesses, and provides information on student interests to assist in career and educational decision-making. Schools benefit from the program because ASVAB CEP and all the related services and materials are provided at no cost. Schools receive a cost effective career exploration program that meets or exceeds most state mandated career planning policies. For college bound students, the ASVAB CE P is a very reliable academic ability predictor and is a good practice test for the Scholastic Aptitude Test (SAT) and American College Testing (ACT).

c. ESSs and Recruiters will conduct ASVAB interpretations at schools to students who have taken the ASVAB CEP to ensure students have a full understanding of their scores. As part of the interpretation, ESSs and Recruiters will help students navigate to and through the asvabprogram.com website. ESSs and Recruiters will ensure that students have an in-depth understanding of how to use the website, how to interpret and understand their scores (line and AFQT), and how to navigate the Careers in the Military section of the website.

6-6. March 2 Success

Recruiter Responsibilities:

a. Coordinate March2Success demonstrations/workshops in Army assigned schools with appropriate school personnel prior to conducting a visit.

b. Promote March2Success in HSs, vo-tech schools, and postsecondary institutions in assigned area.

c. Enter the dates for March2Success demonstrations/workshops into the school's folder in School Zone.

d. March 2 Success is a highly interactive online program to provide HS and college students' easy access to test preparation. The program, sponsored by the Army, allows young men and women to participate in up to 180 days of instruction in more than 50 self-paced online lessons covering Math, English, Science, Technology, Engineering, and Math (STEM) and test taking skills.

e. The goals of the Army's March 2 Success Programs are:

(1) To build the image with students, parents, and educators that the Army is high tech and career oriented.

(2) To build rapport and strengthen the working relationship between recruiters and school officials.

(3) To enhance standardized test scores such as the SAT and ACT, including the ASVAB.

f. Recruiters are authorized to recommend this program to applicants in order to prepare for the ASVAB.

g. Recruiters will offer and demonstrate this online test preparation program to schools at no cost. This will provide all students the opportunity to improve test taking skills and standardized test scores. By developing and offering this program, the Army is extending its commitment to the success of our young adults and to our schools by becoming partners in education. For more information, brochures and posters, contact the Rctg Bn ESS.

6-7. ConAP

ConAP is a USAREC initiative with the cooperation of over 1,900 participating colleges, whose purpose is to increase enlistment of college-capable active duty and Reserve Soldiers; increase the number of Army Soldiers, veterans and Reserve Soldiers enrolled in college; and to increase the use of Army education benefits. The program helps Future Soldiers realize that an Army enlistment prepares the way to college since Future Soldier enlistees establish a "home college" that accepts transfer credits and recognizes Army training and job experience for possible college credit. The program is designed to assist recruiters in enlisting college bound, Army eligible Future Soldiers into the Army while concurrently aiding Future Soldiers with higher education aspirations in planning their college enrollment with military friendly institutions.

6-8. ConAP benefits

a. For recruiters, ConAP develops leads among young men and women interested in college and who need money for college. It also creates mutually beneficial contacts with college admission officers.

b. For new Soldiers who formally state their intent to enroll, the process is completed when they are eligible for MGIB or Post 9/11 GI Bill education benefits, and they have created an all-important plan to attend college after leaving the Army.

c. It benefits the HS by enabling more graduates to go to college with access to MGIB or Post 9/11 GI Bill education benefits.

d. Colleges benefit with higher enrollments of mature, motivated students with job experience and financial resources, and once the application process is complete, the Future Soldier has bonded with a "home college."

6-9. Responsibilities

a. Headquarters, United States Army Recruiting Command (HQ USAREC) Education Division will:

- (1) Monitor the progress of the program.
- (2) Promote ConAP at national education conventions, with the Army Continuing Education System community and the secondary and postsecondary education communities.
- (3) Incorporate ConAP training into programs of instruction for the Army Recruiter Course and the Recruiting Commanders Course.
- (4) Integrate ConAP information into the Army Recruiting Information Support System.
- (5) Create and maintain a briefing deck specific to colleges, ESSs and Recruiters/training.
- (6) Create and maintain two sample ConAP workshop schedules (morning and afternoon) that ESSs/Recruiters can use as a template for workshop planning.
- b. Rctg Bde Commanders will:
 - (1) Ensure adequate resources are available to Rctg Bns to support ConAP.
 - (2) Make ConAP presentations to college officials as requested.
 - (3) Utilize the Rctg Bde ESS to evaluate the program and, as necessary, assist with difficult colleges.
- c. Rctg Bde ESSs will:
 - (1) Ensure that all recruiting battalion (Rctg BN) ESSs Understand ConAP and are capable of conducting training.
 - (2) Provide information and assistance to Rctg Bns in developing ConAP. Review, evaluate and monitor these programs.
 - (3) Use state and regional conventions to present ConAP to colleges.
 - (4) Maintain liaison with state and regional representatives.
- d. Rctg Bn ESSs will:
 - (1) Ensure each recruiting station (RS) has current ConAP brochures and information.
 - (2) Identify needs, plan, prepare, and conduct ConAP training for recruiters, RS Leaders, and recruiting company (Rctg Co) Commanders.
 - (3) Manage ConAP activity within the Rctg Bn by:
 - (a) Maintain the existing database that supports ConAP and generate monthly, quarterly and yearly statistics on ConAP submissions and acknowledgements
 - (b) Conduct ConAP training for college points-of-contact.
 - (c) Act as the primary liaison between the Rctg Bn and participating ConAP colleges.
 - (d) Resolve problems with the administration of ConAP.
 - (e) Promote ConAP as an integral part of the Army's commitment to education.
 - (f) Market ConAP to non-participating colleges in coordination with the Company Commander.
- e. The Company Commander will:
 - (1) Visit participating ConAP colleges' points of contact at least once during each school year.
 - (2) Market ConAP to non-participating colleges requesting assistance from the Rctg Bn ESS when required.
 - (3) Manage the program within the Rctg Co.'s boundaries.
- f. Recruiting Station leaders will:
 - (1) Complete ConAP training for new recruiters.
 - (2) Escort new recruiters to local ConAP colleges and introduce them to ConAP points of contact.
 - (3) Maintain strong interest in ConAP.
 - (4) Ensure an ample supply of local college catalogs and forms are available in the RS.
- g. Regular Army (RA) and United States Army Reserve (USAR) recruiters will:
 - (1) Learn and promote the program.
 - (2) Encourage Future Soldiers to participate in ConAP, especially at local colleges.
 - (3) Assist Future Soldiers with the completion and submission of the electronic ConAP form via the Future Soldier website.
 - (4) Pass out ConAP literature to leads, parents, HS officials, college officials, and civic leaders.
 - (5) Meet ConAP points of contact at their respective local colleges to create and foster a good working relationship.
 - (6) Inform every Future Soldier of the benefits of ConAP.
 - (7) Practice Future Soldier's management by maintaining an interest in ConAP referrals.

6-10. Matrix for Initial Procedures

When an institution with a DOD MOU express interest in becoming a participating ConAP college, the below matrix of procedures will be taken by respective recruiting force personnel and stakeholders:

Primary Action Person(s)	Required Action	Legend
C	Complete institutional Agreement to Participate in ConAP forward to HQ	C=College
HQ	Verifies as military friendly college (i.e. SOC membership/active DOD MOU)	HQ=USAREC Education Division
ESS	Updates college in current database as ConAP "Y" and adds ConAP POC	FS=Future Soldier
FS/R	Attends FS Orientation and completes e-College Intent to Enroll Form	ESS=Education services specialist
C	Electronically acknowledges ConAP form and sends correspondence to FS	R=Recruiter
FS/R	Receives future soldier copy of acknowledged ConAP form	CLT=Company Commander or 1SG
R	Follows up on college's receipt of ConAP form by contacting the college's ConAP point-of-contact and/or arranging a tour of the campus with the FS	
C	Upon FS enrollment, updates ConAP form with enrollment date	
ESS	Maintains statistics and reports to Rctg Bde at the end of the month	
CLT	Visit participating ConAP colleges' points of contact at least once during each school year.	

Table 6-2. Matrix for Initial Procedures

Chapter 7 Education Incentives

7-1. General

The Army offers several programs that provide financial assistance to attend college during and after service (see AR 621-202). They are the MGIB, Post 9/11 GI Bill, ACF, Selected Reserve GI Bill, Loan Repayment Program (LRP), and tuition assistance (TA). Additionally, some states offer special veterans educational benefits. These programs will fit many needs:

- For students who want to attend college after completing Army service.
- For students who want to join the Army after completing college.
- For students who want to join the Army with some college credits and continue both as a college student and serve in the Army.
- For students who want to attend college while in service.

7-2. Purpose

The Army offers a variety of education benefits to Soldiers so they can pursue a college education. Recruiters will work with college administrators, staff and faculty to offer awareness of the benefits of staying in school to degree completion. However, some students will be at risk of dropping out of school due to work hours vs. school hours; family obligations; and the fear of incurring student loan debt, so Recruiters will meet with representatives from the Financial Aid office, Office of Veterans Affairs, and other necessary and appropriate representatives to set up workshops and opportunities for students to learn about Army education benefits. Workshops and/or speaking opportunities will help to:

- To encourage college capable individuals to defer their college until they have served in the Army.
- To fill the various Army skills with capable individuals.
- To demonstrate to the education community that the Army is concerned with assisting Soldiers by providing financial assistance for postsecondary education.

7-3. Recruiter responsibilities

Successful Recruiters will:

- Be familiar with all aspects of these programs.
- Offer each of these programs according to the needs of the individual.
- Inform HS counselors of the MGIB, Post 9/11 GI Bill, Selective Reserve GI Bill, and TA programs.
- Ensure that teachers, counselors, and parents receive information and RPIs on these programs.

- e. Discuss the LRP with college financial aid officers, college graduates, and college students.
- f. Be familiar with state sponsored veterans' education programs.
- g.

Chapter 8

Release of Student Recruiting Information

8-1. Solomon Amendment

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

a. The government can deny postsecondary institutions access to certain Federal funds for preventing military recruiting on campus.

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

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

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

c. There is a sample letter (see fig E1) Commanders and recruiters can use when requesting student recruiting information. Make requests for this information once every semester or term.

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

(1) Recruiters will report any non-compliance and provide any documentation to the Rctg Bn ESS.

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

(3) A memorandum with appropriate documentation will be submitted through channels to the Assistant Chief of Staff, G7/9, Education Division, for further follow-up and action.

8-2. Hutchinson Amendment

Establishes recruiter access to secondary schools. Each local educational agency shall provide to DOD, upon a request made for military purposes, the same access to secondary school students and to directory information concerning such students as is provided to postsecondary education institutions or to prospective employers of those students.

a. DOD, in cooperation with the Secretary of the military department concerned, will designate an officer (O6) to visit a school that denies a request for recruiting access. The designated officer will seek to have the meeting within 120 days of the date of the denial of the request for recruiting access.

b. If, after the initial meeting and at the end of 120 days recruiting access is still denied, the Secretary of Defense will notify and request assistance from the chief executive of the State. The Secretary of Defense will also provide the Secretary of Education a copy of the notification.

c. If after 1 year of the notification access is still denied, the Secretary of Defense will report the school's denial of recruiting access to:

(1) The specified congressional committee.

(2) Senators of the State in which the school is located.

(3) The member of the House of Representatives who represents the school district.

d. The requirements of the Amendment do not apply to private schools that maintain a religious objection to service in the Armed Forces.

Note: This amendment went into effect July 2002.

8-3. Every Student Succeeds Act (ESSA) of 2015

Section 8025, Armed Forces Recruiter Access to Student Directory Information. As of Dec 2015, Every Student Succeeds Act (ESSA) supersedes the No Child Left Behind Act (NCLB). As with NCLB, the Every Student Succeeds Act has a provision for the Armed Forces recruiting with regard to obtaining school directory information and access. (Report 114-

354 Every Students Succeeds Act) Section 8025. Armed forces recruiter access to students and student recruiting information Policy

- Access to student recruiting information – “each local educational agency receiving assistance under this Act shall provide, upon a request made by a military recruiter or an institution of higher education, access to the name, address, and telephone listing of each secondary school student served by the local educational agency, unless the parent of such student has submitted the prior consent.
- Consent includes the following:
 - Opt-Out Process – A parent of a secondary school student may submit a written request, to the local educational agency, that the student’s directory information not be release for recruiting purposes
 - Notification of Opt-Out Process – Each local educational agency shall notify the parents of the students served by the agency of the option to make a request to Opt-Out
 - Same Access to Students – Each local educational agency receiving assistance under the Act shall provide military recruiters the same access to secondary school students as is provided to institutions of higher education or to prospective employers of those students
 - Rule of Construction Prohibiting Opt-In Processes – ESSA cannot be construed to allow a local educational agency to withhold access to student directory information by implementing an opt-in process
 - Parental Consent – Whenever a student reaches 18 years of age, the rights accorded to the parents shall only be required of and accorded to the student

a. Under ESSA, Recruiters can expect:

- (1) Secondary schools to provide access to students’ names, addresses, and telephone listings.
- (2) Schools will provide recruiters the same access to secondary school students as is provided to postsecondary institutions and employers of prospective students.

b. Only exceptions to this law are private schools that can provide a verifiable historical religious objection to military service.

c. Parents have the right to “opt out” by requesting that their student’s name, address, and telephone listing not be released to the military services.

(1) At the beginning of each SY, schools must provide parents with the opportunity to “opt out” of having student directory information released to the military.

(2) The military can be singled out, so parents can allow information to be released to postsecondary institutions and not to the military.

(3) Due to the right to “opt out,” recruiters will receive lists with less than 85 percent of the names from some schools.

8-4. Family Education Rights and Privacy Act (FERPA)

a. The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR Part 99) is a Federal law that protects the privacy of student education records. The law applies to all schools that receive funds under an applicable program of the U.S. Department of Education.

b. FERPA gives parents certain rights with respect to their children's education records. These rights transfer to the student when he or she reaches the age of 18 or attends a school beyond the high school level. Students to whom the rights have transferred are "eligible students."

c. Schools must have written permission from a parent or eligible student in order to release any information from a student's education record. However, FERPA allows schools to disclose those records, without consent, to the following parties or under the following conditions (34 CFR § 99.31):

- School officials with legitimate educational interest;
- Other schools to which a student is transferring;
- Specified officials for audit or evaluation purposes;
- Appropriate parties in connection with financial aid to a student;
- Organizations conducting certain studies for or on behalf of the school;
- Accrediting organizations;
- To comply with a judicial order or lawfully issued subpoena;

- Appropriate officials in cases of health and safety emergencies; and
- State and local authorities, within a juvenile justice system, pursuant to specific State law.

d. Schools may disclose, without consent, "directory" information such as a student's name, address, telephone number, date and place of birth, honors and awards, and dates of attendance. However, schools must tell parents and eligible students about directory information and allow parents and eligible students a reasonable amount of time to request that the school not disclose directory information about them.

Chapter 9

HSS/FAZR

9-1. Purpose

The purpose of Headquarters Support System – Force Structure, Address and ZIP Code Realignment System (HSS/FAZR) is to identify it as the school database system of record for all approved schools and tier/DOD Education Code classifications to enlist individuals into the RA and AR. The purpose of this paragraph is to outline the functionality of HSS/FAZR by identifying responsible parties for management of HSS/FAZR information integrity, defining tier classifications and associated DOD Education Codes contained in HSS/FAZR and specifying who has access and how that access is granted.

9-2. References

Required and related publications and prescribed and referenced forms are listed in Appendix A.

9-3. Explanation of abbreviations

The glossary explains abbreviations and terms used in this regulation.

9-4. Battalion ESS Responsibilities

a. The BN ESS will add all schools and assign proper Tier/DOD Education codes into HSS/FAZR and maintain school information for schools within the BN AOR. Note: The Army National Guard can add schools into the HSS/FAZR database, but the BN ESS will complete UF 601-210.40 (School Profile Evaluation) and conduct physical on-site visits as required to assign proper Tier/DOD Education Code classification in HSS/FAZR.

b. The BN ESS will enter all schools which issue a diploma into the HSS/FAZR database, including those schools identified as Tier 3. If the local ESS is not available, refer to paragraph 2-2e.

c. Schools entered into HSS/FAZR will not be deleted from the database. Schools will be inactivated to account for school closing and or name changes. When a Tier/DOD Education Code status change for a school is entered into HSS/FAZR, the Bde or BN ESS will enter comments as justification for the corresponding DOD Education Code classification selected.

9-5. Procedure

a. The HSS/FAZR database will be used to enter all school information, to include:

- (1) Name of school (See 1-5.b.1 below for use of special characters.)
- (2) Address of school – both physical and mailing addresses
- (3) ZIP Code (See 1-5.c below for ZIP Code and RSID associations.)
- (4) Active Date
- (5) School URL address
- (6) School primary telephone number
- (7) Type
- (8) Level
- (9) Class
- (10) Tier/DOD Ed Code
- (11) Priority
- (12) Targeted status
- (13) Service responsibility
- (14) ROTC
- (15) ConAP

(16) Comments (optional at time of entry)

b. HSS/FAZR accepts the following special characters for name and address fields:

c. Letters, numbers, spaces, dash, period, forward slash, apostrophe, ampersand, comma, underscore, pound sign, left and right parenthesis. However, you will get an error message – cannot save until the name is fixed.

d. ZIP Code and School Address:

(1) ESS will check for existing school. When adding a school, use the Delivery - Physical Address zip code. The ZIP Code populates the city, county, state.

(2) ESS will add the mailing address by clicking on copy in the address information box. Note: 60 characters for street address are allowed. G – is the code for the mailing address. Associations to the Recruiting Stations are based on the D-Delivery Address – Physical address. The following warning will be displayed if changes are made: “Changing the ZIP Code could affect your (RSID/MIRS/FICE) Associations.”

(3) All addresses must have a delivery - physical address. Failure to enter a delivery-physical address may result in a school not being included in query results. School Zone/Recruiter Zone/ GCR/ENSQ use the Delivery – Physical address. No Post Office Boxes or Unit Numbers, etc., will be in the Delivery-Physical address. ESSs will review and update schools that have PO Boxes in the Delivery-Physical address field as correct as necessary. Use RMZ to find these address discrepancies.

e. Flag color definitions

(1) Flag color definitions next to the school name in HSS/FAZR indicate the following associations and/or activity:

- Green – associated
- Blue – not associated
- Red – missing matrix codes
- Black – inactive/not associated

(2) The Bde ESS will receive an auto-generated e-mail alerting that a school has been added to HSS/FAZR by the National Guard or Bde S-2. Schools missing matrix codes can mean the National Guard or the Bde S-2 added schools by selecting the type and level. Class and tier fields are not available for them to complete.

(3) The BN ESS will update all schools add into HSS/FAZR.

(4) In the absence of a BN ESS, the BDE ESS will update the database.

(5) Notifications that a school is pending a review and completion of the matrix will be sent to the Bde ESS weekly.

f. HSS-FAZR School Codes/Associations

Categories of FAZR Schools and corresponding Codes:

(a) Active-Associated. Active-Associated schools are schools that are assigned to a Regular Army and/or Reserve recruiter. This category includes traditional high schools (public and private), public vocational-technical schools, two and four year degree granting proprietary schools and two and four-year colleges and universities. Schools in this category (Active-Associated) require a school folder in School Zone. Additionally, these are the schools that should be listed on the Detailed Station Report and make-up the PAE. See Table 2-1 for the code combinations for Active-Associated Schools.

(b) Active. Active school/programs are not associated to an RSID, thus these schools/programs are NOT assigned to RA or USAR recruiters. This category includes Adult and Alternative schools that have been classified at Tier 1, non-regionally accredited non-public schools and adult schools that require a Tier evaluation (TE), charter schools, and all Tier 2 and Tier 3 schools. These schools, along with the Active-Associated schools, make up the battalion school directory and are included in all FAZR schools reports. Active schools do not require a school folder and will not be in School Zone. Recruiter Leads from these schools/programs will flow down via ZIP Code.

(c) Inactive. All schools that are closed will remain in FAZR but will be inactive. This category allows a recruiter to use school information/data from an inactive school in FAZR when processing an applicant for enlistment.

g. Schools/programs that do not fall into any of the categories (Active-Associated, Active, and Inactive) above, or are duplicates, will be deleted from the FAZR database. Examples of schools/programs that should be deleted are: elementary schools, middle schools, juvenile detention centers, halfway houses, treatment centers, real estate business, school district offices and dropout prevention/youth services programs, and home schools. Exceptions to this are some duplicate schools that are considered both Professional AMEDD and Professional Chaplain.

Table 2-1.
HSS-FAZR CODE DEFINITIONS

School Type:		Service Responsible (ASVAB)			
1 Secondary School	HS	Army	A		
2 Alternative School	ALT	Air Force	AF		
3 Vocational/Technical School	VOC	Coast Guard	CG		
4 Other (Proprietary)	OTH	Marine Corps	MC		
5 College	COL	Navy	Navy		
6 Professional AMEDD	AMD				
7 Professional Chaplain	CHP				
School Level:		School Priority			
3 High School	HS	Priority 1	PR-1		
4 Other School	OTH	Priority 2	PR-2		
5 College (Less than 2 yrs.)	<2Y	Priority 3	PR-3		
6 College (2yrs less than 4)	2YR	No Priority	PR-N		
7 College (4 yrs.)		4YR			
8 Graduate/Professional	G/P				
9 Residency/Fellowship	R/F				
School Classification Type:		Do Not Require Population			
1 Public Secondary Schools	PUB	TYPE	LEVEL	CLASS	TIER
2 Non-Public HS (Reg Accred)	PVT	1	3	6	TE
3 Public Adult Education	PUB	1	3	7	TE
4 Non-Public Adult Education	PVT				
5 Non-Public Secondary Schools	PVT				
6 Charter School	PUB				
7 Other	OTH				
8 Public Post-Secondary Schools	PUB				
9 Non-Public Post-Secondary Schools	PVT				
School Ed/Tier Classification		Require Visit Date for School			
7 Virt/Dist Learn Sch Diploma		TYPE	LEVEL	CLASS	TIER
8 Job Corps				3	
B Adult/Alternative Diploma				4	
E Test Based Equivalence Cert				5	
J HS Cert of Attendance		1	3	7	T1
L HS Diploma					
T1 Tier I					
T2 Tier 2					
T3 Tier 3					
TE Tier Evaluation Required					
X NG Youth Challenge					

Table 9-1. HSS-FAZR Code Definitions

Appendix A References

Section I Required Pubs

UR 601-81-Education/Centers of Influence Tour Program
UR 601-2, Management of Centers of Influence Events and Educator Tours
UR 601-37, Army Medical Recruiting Program
UR 601-108, Army Chaplain Recruiting Program

Section II Related Pubs

AR 11-2-Managers' Internal Control Program

AR 621-202-Army Educational incentives and entitlements (RAR 001. 9/6/11)

Section III Prescribed Forms

USAREC Form Letter 350-13.1-Student Right to Know Act
USAREC Form 350-13.1

Section IV Referenced Forms

USMEPCOM Form 601-4-3-E-Student ASVAB Test Record

References

Appendix B

Calendar of Recommended Secondary School Activities (Month-by-Month)

B-1 General

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

B-2 Objectives

- a. To establish, improve, and maintain Army awareness on high schools campuses.
- b. To educate school officials on the types of Army options and opportunities.
- c. To develop and maintain a favorable Army image on campus.
- d. To provide a channel of communication between the Army and the school.
- e. To motivate graduating students to enlist in the US Army.

B-3 July

- a. July is the month the school program officially begins. New School year center folders are initiated in School Zone on 1 July or the next available duty day.
 - b. Contact school officials for an appointment to discuss new or changed Army programs, confirm the current year's school policies and schedule or confirm ASVAB dates.
 - c. Schedule career day, job fair, presentations, etc.
 - d. Request directory information from the registrar, dean, principal, or helpful school administrator (preferably electronically).
 - e. Restock RPI rack, request activities calendar, sporting event schedules, etc.
 - f. Training, ideas, and resources.
- (1) Attend Rctg Co training or update training on ASVAB, ConAP, Junior Achievement Program, and Federal school access laws.
 - (2) Each RS should receive a supply of desk- top calendars for delivery to schools and key education staff. Contact the advertising and public affairs staff for specific dates of delivery.
 - (3) Try to obtain a schedule of HS faculty or college staff meetings. Coordinate through your Company Commander for a COI event for the faculty. A luncheon presentation of what the Army offers young people will enhance your relationship with the entire school faculty. Start with our shared goals for students of staying in school, off drugs, and out of trouble.
 - (4) Many faculty members are prior service or are current members of the United States Army Reserve (USAR). Try to identify these individuals and develop them as COIs. The goal is to develop as many COIs as possible in the schools. Don't forget the administrative staff represents the school policymakers. Establish and maintain rapport and always treat them with respect. Also, have something to give them (pen, calendar, cup, do- nuts, etc.,) and always remember secretary's week with a card or flowers.
 - (5) Obtain a copy of the HS fall sports and activity calendar. Make copies of schedules with the RS ad- dress prominently displayed. Post them throughout the RS area, including restaurants, arcades, and any- where else students congregate.
 - (6) Join the local chamber of commerce. This is a great source of potential COIs and very important persons. The chamber of commerce is also an excellent source of obtaining demographic data and market trends. The chamber schedules speakers; schedule the Station Commander for a speaking engagement with the community's key COIs.
 - (7) Make an appointment to discuss the upcoming SY with the PMS or Director of Junior Reserve Officer's Training Corps.
 - (8) Visit ConAP points of contact at your assigned colleges.

B-4 August

- a. Determine ASVAB scheduling of assigned schools.
- b. Training, ideas, and resources.

c. Contact the school's student government and set up a meeting to discuss what the Army and you can do to assist them in the upcoming SY (chaperone, give a speech, tour a reserve center, etc.).

d. The football team usually starts practicing in August. Contact the coach and volunteer to assist in leading calisthenics or calling cadence during team runs.

e. Use your split-training USAR future Soldiers at every opportunity. Ask them to assist you with school activities that correspond with Army activities. Ensure that using the Soldier does not interfere with his/ her school obligations.

f. Remember that, although the faculty is working at full strength in August, things around the HS tend to be hectic during this time of year. Make an appointment prior to going to the HS.

B-5 September

a. Continue to establish rapport with the HS faculty. Begin the ASVAB program and schedule the exam as early as possible.

b. Arrange for ASVAB pretest promotion activities.

c. Arrange for ASVAB interpretation activities.

d. Develop a plan to visit all schools and post in your planning guide.

e. Get dates of college career days and nights.

f. Training, ideas, and resources.

(1) Distribute desk calendars to assigned schools.

(2) Discuss the benefits of the ASVAB with school officials. Talk with students and faculty about the ASVAB CEP being a no-cost service that students can use to help determine their future career paths. Explain benefits of junior testing to the counseling staff.

(3) Attend athletic events at the HS. Wear your uniform and have RPIs on the Montgomery GI Bill (MGIB), Post 9/11 GI Bill ConAP and have plenty of business cards.

(4) Get involved with the parent-teacher association. At this stage, many parents will be pondering how they will finance their child's education. The Army is a viable option for them and the student.

(5) Many communities have Labor Day activities, parades, etc. Get involved through the local chamber of commerce. If the school has a color guard, offer to train them in drill and ceremonies. Obtain a tactical vehicle from a local USAR troop program unit and drive it in the parade with future Soldiers riding along.

(6) The HS registration may be hectic. Go to the HS, offer assistance in registration and any other administrative help needed. Remember: This will help to acquire much needed blueprint information about the school. You need all the blueprint information on your HS you can get. The best HS recruiting programs are proactive; this means, first to contact, first to contract.

(7) Coordinate with school officials to eat lunch in the school cafeteria several times each month. This will provide more visibility, and will help to identify potential candidates for any opportunities and enhance contact milestones.

(8) Deliver donuts and coffee for the faculty once a month. This will help in scheduling classroom presentations and advise teachers of the many Army opportunities.

(9) Hispanic Heritage Month. Participate in events as available.

B-6 October

a. Determine ASVAB scheduling of assigned schools.

b. Training, ideas, and resources.

(1) Homecoming normally happens in October. Coordinate with the homecoming committee to get involved with the parade. Use a tactical vehicle as described in paragraph 5-3. Offer to be a chaperone or escort for home-coming activities and coronations.

(2) Contact Army-assigned unscheduled schools for ASVAB.

(3) Many schools publish their first issue of their newspaper in October. Coordinate with the Rctg Bn advertising and public affairs staff to place an advertisement. Meet financial obligations in a timely manner.

(4) As the month before elections, October is a great time to give presentations to school history and government classes about the electoral process and how the Army serves a vital role in the security of our nation.

(5) Get involved with local Boy Scout troops. Scoutmaster are typically happy to get any assistance. Many scouts are HS students and potential enlistees or student influencers.

(6) Order personal presentation items (pens, bags, mousepads, and mugs) as needed monthly for special events.

B-7 November

Training, ideas, and resources.

a. Basketball season begins. Distribute new schedules for the basketball season. Assemble and offer a color guard for the opening home game.

b. Prior to Thanksgiving, many student organizations gather food baskets for needy citizens. Offer assistance and get involved. Offer to use the RS as a collection point and volunteer to distribute the food baskets.

c. Attend as many school holiday functions or assemblies as possible. Wear the Army Service Uniform when appropriate.

d. Observe Veterans Day by planning a luncheon to honor school faculty members who are veterans and invite all faculty members (excellent COI function).

e. During November, "Education Week" occurs throughout the United States. Coordinate a COI event for key officials. Contact the Rctg Bn ESS and advertising and public affairs staff for ideas and implementation guidance.

B-8 December

Training, ideas, and resources.

a. Set up school career day presentations.

b. Contact college students who are home during the holidays (remember that many first-year college students do not return to school after the first semester).

c. Offer to be a timekeeper at football games.

d. Participate in HS holiday events.

e. Get with other service recruiters and compare the size of the Army Future Soldier pool to theirs. Is the Army behind the power curve? Which service is doing well and what can be done to alter the situation?

f. Establish a point of contact at the school to obtain HS letters and transcripts during the holidays.

g. By December, the future Soldier population is substantial in several schools. Inform the principal, in writing, about the educational benefits earned by his or her students.

B-9 January

Training, ideas, and resources.

a. Obtain a list of mid-term graduates and contact them as soon as possible.

b. Turn up the tempo on contacting juniors. Get a jump on the competition.

c. Dr. Martin Luther King Jr's birthday is in January. Wear the Army Service Uniform and participate in school events commemorating this holiday.

d. Contact first-year college students to see if they returned to school. How is their second semester financial situation?

B-10 February

Training, ideas, and resources.

a. Coordinate and execute Total Army Involvement in Recruiting events.

b. February is an excellent time to take advantage of active duty for special work and hometown recruiter assistance Soldiers. Contact last year's graduates who are in the USAR and involve them in activities at their alma mater HS.

c. Conduct an educator luncheon (COI) and invite the Rctg Bn commander to be the guest speaker.

d. Contact the HS athletic director and arrange for an exhibition basketball game between the faculty and Army recruiters. This is an excellent way to build rapport in the HS. Ensure that the school does not conduct the game during any event where they charge admission.

e. Black History Month. Participate in events as available.

B-11 March

Training, ideas, and resources.

- a. Have the Rctg Bn advertising and public affairs prepare certificates for those faculty and staff members who have aided HS recruiting efforts. Have the Rctg Bn or Rctg Co commander present these certificates at a COI event.
- b. Continue to advertise in school newspapers and conduct class presentations.
- c. Award certificates of appreciation to key influencers.

B-12 April

Training, ideas, and resources.

- a. Continue involvement with the chamber of commerce.
- b. Arrange now for next SY's ASVAB CEP testing dates with the school administrator.
- c. Track and field meets begin. Offer to be a timekeeper or a coach's assistant.
- d. Baseball season starts. Offer assistance to the coach.
- e. Follow-up with school administrators to ensure USAR scholar/athlete nominations have been submitted to the Rctg Bn advertising and public affairs section.

B-13 May

Training, ideas, and resources.

- a. Armed Forces Week activities.
- b. Since Memorial Day occurs in May, there are normally many patriotic events in the community and the schools during this month. Contact the HS to find out what events they are involved with and offer any assistance possible.

B-14 June

Training, ideas, and resources.

- a. Coordinate with the Company Commander to have the Rctg Bn commander send thank you notes to those staff and faculty members who have been helpful during the SY.
- b. Secure and present USAR Scholar/Athlete Awards at HS graduation or award ceremonies.
- c. Coordinate with school officials to present certificates to those future Soldiers who have enlisted during the SY.
- d. Assist in arranging a color guard for the graduation ceremony.
- e. Coordinate with school officials to determine if they can use assistance during summer school. The faculty is normally short-handed during the summer, and they will probably welcome the help.
- f. Maintain close contact with future Soldiers. Secure HS diplomas and ensure copies are obtained and submitted to the Military Entrance Processing Station prior to their ship date.

Appendix C

Calendar of Recommended Postsecondary School Activities (Month-by-Month)

C-1 General

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

C-2 Objectives

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

C-3 July

- a. All recruiting personnel will read and review USAREC Reg 601-104 and USAREC Reg 350-13.

- b. Battalion Operations will:
- c. E-mail Rctg Bn AR job vacancy lists to each Rctg Co and Station once a month.
- d. The recruiter will:
- e. Continue contact of 2-year college students. Obtain college catalogs and calendar of events.
- f. Contact admissions for campus tour, if new recruiter. Establish college folder.
- g. Update AR job vacancies lists and deliver a copy to college placement offices.
- h. Recruiter/Station Commander:
- i. Coordinate with registrar or student affairs to assist during orientation week.
- j. Promote and schedule ASVAB CEP (2-year colleges).
- k. The ESS will:
- l. Send current list of ConAP colleges points of contact to Rctg Co and Station.
- m. Distribute matrix for college folder.
- n. The Station Commander/Company Commander will:
- o. Work with the placement office to schedule Army career interviews.
- p. Work with student services office on calendar of planned college events.
- q. Contact PMS. Assist with summer camp preparation.
- r. The Station Commander/Company Commander/Battalion APA will schedule TAIR assets.
- s. Battalion Commander/Company Commander/Education Specialist/Battalion APA will conduct school plan review.
- t. Station leader/Company Commander/Education Specialist:
 - (1) Conduct sustainment training (based on outcome of quarterly review).
 - (2) Visit ConAP representatives.

C-4 August

- a. The recruiter will:
 - (1) Assist with orientation week.
 - (2) Plan and schedule college visitations, table set-up dates.
 - (3) Enroll in college class.
 - (4) Subscribe to the campus newspaper.
 - (5) Update AR job vacancies list and deliver to college placement offices.
- b. The Recruiter/Station Commander will:
 - (1) Target majors and campus clubs that are MOS specific.
 - (2) Visit with student services and offer to participate in special events.
 - (3) Coordinate with financial aid office to offer RPIs and briefings to students.
 - (4) Promote and schedule ASVAB CEP (2-year colleges).
 - (5) Obtain media outlet information, ad rates, and procedures.
- c. The Station Commander/Company Commander will:
 - (1) Visit colleges and determine access policies.
 - (2) Obtain dates of college career days and nights.
 - (3) Coordinate with student services or alumni office to participate in homecoming events.
- d. The Station Commander/Company Commander/Education Specialist will:
 - (1) Visit ConAP colleges.
 - (2) Plan COI events for college personnel.
 - (3) Coordinate TAIR assets with Liberal Arts Department, Band, Automotive, etc.
- e. The Company Commander/Education Specialist will:

- (1) Request student recruiting information from all colleges.
- (2) Contact state level college organizations (AACRAO, Veterans Affairs, financial aid officers).
- f. Battalion APA will manage ad placement.

C-5 September

- a. The recruiter will:
 - (1) Coordinate career days with the placement office.
 - (2) Establish a working relationship with Veterans Affairs representative.
 - (3) Attend college sports events or maintain knowledge of results.
 - (4) Identify college educators and administrators for educator and COI tour.
 - (5) Identify and prospect at off-campus student locations.
 - (6) Update AR job vacancies list and deliver to college placement offices.
- b. Recruiter/Company Commander coordinate with ROTC Department on planned activities.
- c. Station Commander/Company Commander:
 - (1) Identify college's access policy.
 - (2) Plan COI event for student leaders.
 - (3) Coordinate with student services or alumni office to participate in homecoming events.
 - (4) Obtain student recruiting information from colleges on semester and quarter plans.
 - (5) Contact student president and faculty advisors of MOS-specific clubs (law enforcement, history, etc.).

C-6 October

- a. The recruiter will:
 - (1) Coordinate career days with the placement office.
 - (2) Establish working relationship with Veterans Affairs representative.
 - (3) Attend college sports events or maintain knowledge of results.
 - (4) Identify college educators and administrators for educator and COI Tours.
 - (5) Identify and prospect at off-campus student locations.
 - (6) Update AR job vacancies list and deliver to college placement offices.
- b. Recruiter/Company Commander will coordinate with ROTC Department on planned activities.
- c. Station Commander/Company Commander:
 - (1) Identify college's access policy.
 - (2) Plan COI event for student leaders.
 - (3) Coordinate with student services or alumni office to participate in homecoming events.
 - (4) Obtain student recruiting information from colleges on semester and quarter plans.
 - (5) Contact student president and faculty advisors of MOS-specific clubs (law enforcement, history, etc.)

C-7 November

- a. The recruiter will:
 - (1) Coordinate with the placement office to receive a list of mid-year graduates.
 - (2) Coordinate with financial aid office to participate in loan exit briefings.
 - (3) Identify date students can stop out and receive a partial refund (second stop-out period).
 - (4) Continue contacting students (freshmen and seniors at 4-year colleges and all 2-year college students).
 - (5) Continue liaison with student services and student organization leaders.
 - (6) Confirm start and end dates of Christmas holidays and term breaks.
 - (7) Assist with Veterans Day activities.

(8) Update AR job vacancies list and deliver to college placement offices.

b. Recruiter/Station Commander:

(1) Participate in homecoming activities.

(2) Establish dates with the placement office to conduct placement interviews (Special Mission and LRP).

c. The Recruiter/Station Commander/Company Commander will work with ROTC Department.

d. The Station Commander/Company Commander will:

(1) Obtain student recruiting information from colleges on quarter plan.

(2) Conduct sustainment training (based on outcome of quarterly review).

e. The Station Commander/Company Commander/ESS in collaboration will conduct COI event for key college personnel.

f. The ESS will send documentation to USAREC on colleges in noncompliance with Solomon Amendment.

g. The Company Commander/ESS will participate in state level college organization activity (AACRAO, Veterans Affairs, etc.)

h. Battalion APA will manage ad placement.

C-8 December

a. The recruiter will:

(1) Contact mid-year graduates (2-year and 4-year).

(2) Update AR job vacancies list and deliver to college placement office.

b. Recruiter/Recruiting Station Commander will:

(1) Participate in loan exit briefings (if available).

(2) Coordinate with ROTC to receive list of dropouts.

c. Recruiting Station Commander/Company Commander:

(1) Work with ROTC Department.

(2) Obtain senior ROTC stop-out lists.

(3) Work with ROTC Department.

d. Recruiting Station Commander/Company Commander/Education Specialist will plan COI event for college personnel.

e. Company Commander/Battalion S-3/Education Specialist will evaluate Army DOD take in the college market.

C-9 January

a. The recruiter will:

(1) Request and pick up (if available) list of non-returning students. Request student recruiting information for the second semester.

(2) Maintain liaison with student services and student organization leaders.

(3) Confirm mid-term and final exam periods.

(4) Confirm spring break dates.

(5) Enroll in second semester class.

(6) Update AR job vacancy lists and deliver to college placement office.

b. Recruiting Station Commander/Company Commander will plan a COI event.

c. Recruiting Station Commander/Company Commander/Education Specialist will conduct COI event for key college personnel:

d. Recruiting Station Commander/Battalion APA will review college ad plan and develop plans for ad placement.

e. Company Commander/Battalion Commander/Education Specialist/Battalion APA will conduct school plan review.

C-10 February

a. The recruiter will:

- (1) Pick up student recruiting information for the second semester.
- (2) Continue contacting all 2-year college students and 4-year freshmen.
- (3) Continue working relationship with Veterans Affairs representative.
- (4) Coordinate career days and interview schedule with the placement office.
- (5) Identify the date when students can stop out and receive a full refund (first stop-out period, second semester).
- (6) Prospect at off-campus locations.
- (7) Attend college sporting events or maintain knowledge of results.
- (8) Update AR job vacancies list and deliver to college placement offices.

b. The Recruiter/Recruiting Station Commander will invite ConAP point of contact to speak at a DEP function.

c. The Recruiter/Company Commander will coordinate with ROTC on planned activities.

d. Battalion APA will manage ad placement:

C-11 March

a. The recruiter will:

- (1) Coordinate with the placement office to receive list of year-end graduates. Make class presentations.
- (2) Continue contacting students; focus on 2-year students and 4-year freshmen.
- (3) Identify the date when students can stop out and still receive a partial refund (second stop-out period, second semester).

(4) Update AR job vacancies list and deliver to college placement office.

b. The Recruiting Station Commander/Battalion APA will: Place special mission and loan repayment ads.

c. The Battalion ESS will:

d. Send documentation to USAREC on colleges in noncompliance with Solomon Amendment.

C-12 April

a. The recruiter will:

- (1) Coordinate with financial aid office to participate in loan exit briefings.
- (2) Continue contacting students; focus on freshmen and seniors and all 2-year college students. Update AR job vacancy lists and deliver to college placement

b. The Recruiter/Battalion APA will meet monetary obligations for college publication ads.

c. The Recruiter/Recruiting Station Commander will start planning next year's college action plan.

d. The Recruiting Station Commander/Company Commander/Battalion APA will:

(1) Follow up with educator tour participants.

(2) Review college ad plan.

e. Recruiting Station Commander/Battalion APA will conduct planning for ad placement.

f. Company Commander/Battalion Commander/Education Specialist/Battalion APA conduct school plan review.

C-13 May

a. The recruiter will:

- (1) Contact yearend graduates (seniors) and 2-year college students.
- (2) Determine dates for orientation of incoming freshmen students.
- (3) Identify campus summer activities.
- (4) Participate in loan exit briefings (if available).
- (5) Update AR job vacancies list and deliver to college placement offices.

b. Recruiter/Station Commander:

- (1) Conduct interviews at placement office.
- (2) Coordinate with admissions and registrar to offer assistance during orientation weeks.
- (3) Coordinate with ROTC to receive list of dropouts.
- (4) Compile list of lessons learned and bright ideas and submit to Co Cdr and ESS.

c. Recruiter/Recruiting Station Commander/Company Commander will submit ideas for next school year's college plan to ESS.

d. Recruiting Station Commander/BN APA will manage ad placement.

C-14 June

a. The recruiter will:

- (1) Continue contacting graduates, seniors, and all 2-year college students.
- (2) Continue coordination with the placement office.
- (3) Contact athletic director and offer color guard at next school year's sporting events.
- (4) Prospect at off-campus locations.
- (5) Obtain media outlet information, ad rates, and procedures.
- (6) Update AR job vacancy lists and deliver to college placement offices.

b. Recruiter/Recruiting Station Commander:

- (1) Develop TAIR assets for next school year.
- (2) Begin ordering RPIs and PPIs for next school year.

c. Recruiter/Recruiting Station Commander/Company Commander complete college prioritization sheet on all colleges.

d. Recruiting Station Commander/Company Commander BN APA will develop college ad plan for next school year.

e. Company Commander/ESS will establish dates to conduct sustainment training.

f. ESS will develop college recruiting plan for next school year.

(Use Official Letterhead)

(Enter Registrar Name, College, Complete Address)

Dear *(Enter Name of Registrar)*:

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

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

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

If possible, please provide the information in the following format: Paper____Disk____Labels____

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

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

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

____(List age) **OR**

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

Class level: Freshman:_____

Sophomore:_____ Junior:_____ Senior:_____

Graduate/Professional/Doctoral:_____

Address_____Permanent/home address ZIP Code _____ Telephone

listing:_____permanent/home Temporary/school address ZIP Code _____

_____Local/school E-mail address (if available)

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

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

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

Sincerely,

(Name and Title)

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



REPLY TO ATTENTION OF

US Army Center

Larry Jones, Ph.D. Registrar

Your Community College 1000 College Street

Hometown, US 12345

DEPARTMENT OF THE ARMY

Reference: Student Right to Know Act of 1990

Dear Dr. Jones: _____

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

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

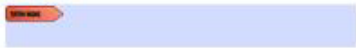

Mr. /Ms. Smith's enlistment in the U.S. Army meets the provision of the law, which allows educational institutions to exclude him/her when calculating these rates.

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

Thank you for your time.

SFC Lee Johnson
Station Commander

Figure C-2. Sample Letter from Station Cdr of Student Right to Know

INSTITUTIONAL AGREEMENT TO PARTICIPATE IN THE CONCURRENT ADMISSIONS PROGRAM (ConAP) <small>(For use of this form see USAREC Reg 350-13)</small>			
<p>Institutional enrollment in the Concurrent Admissions Program (ConAP) is for degree-granting colleges and universities accredited by one of the accrediting organizations recognized by the United States Department of Education or the Council for Higher Education Accreditation Department of Defense (DOD) institutions.</p> <p>Instructions:</p> <ul style="list-style-type: none"> *Please review the below requirements for ConAP participation. *Complete/verify the ConAP point-of-contact information. *Submit the form (via email) to HQ, U.S. Army Recruiting Command. 			
<p>Requirements for Colleges and Universities in ConAP participation.</p> <ul style="list-style-type: none"> *Partner with local recruiters and Education Services Specialists by extending invitation to your institution, communicating with them about academic programs, costs, admissions process and how they may be of assistance in retaining students at your college/university. *Assign a ConAP point-of-contact to monitor e-referrals and provide information to Future Soldier about the College's application process. *Keep the institution's point-of-contact current by communicating with your area Education Services Specialists. *Diligently acknowledge Future Soldiers' ConAP applications (College Referral and Intent to Enroll) via electronic signature at https://conap.futuresoldiers.com. thereafter provide the future Soldier with congratulatory correspondence from your institution and information about matriculation and financial aid processes, veteran's services and academic programs. *Upon enrollment of a Future Soldier at your institution, return and login to the Future Soldier portal, click the acknowledgment tab and enter the date of enrollment. In addition, the appropriate institutional staff should make arrangements to review student's goals, create an academic plan (for both traditional and nontraditional attendance) and award credit as appropriate. 			
<p>ConAP Agreement</p> <p>Our institution has a Voluntary Education Partnership Memorandum of Understanding (MOU) which may be verified with Department of Defense (DOD) as a participating institution at http://dodmou.com/InstitutionList.aspx</p>			
<p>Institutional Designated Point-of-Contact for ConAP</p>			
Name of College/University			
Street Address			
City	State	Zip	
<p>ConAP Point of Contact Information <input type="radio"/> If institution has multiple sites, check box to list the designated POC for all campuses.</p>			
*Last Name		*First Name	
*Title	*Phone	*E-mail	
<p>Institutional Verification to Participate in ConAP</p>			
Signature of institutional officer authorized to make this commitment		Date	
			
<p>HQ, U.S. ARMY RECRUITING COMMAND, 1307 Third Avenue, G7/9 Education, Fort Knox, KY 40120-5000, 502-626-0296/3326, Fax 502-626-0983, E-mail usarmy.knox.usarec.mbx.hq-education@mail.mil, Web site http://usarec.army.mil/hq/apa/conap.htm</p>			

USAREC FORM 350-13.1

Figure C-3. Sample ConAP Agreement Form

Appendix D

Medical Recruiting Brigade

General

D-1 Purpose

Establish policy, guidance, and procedures to be followed by personnel within the U.S. Army Recruiting Command (USAREC) in developing, implementing, and maintaining an effective School Recruiting Program. If properly implemented, the School Recruiting Plan (SRP) employs time-tested techniques, for outreach, school activities and educational programs to assist in the establishment of a comprehensive and effective school plan for the Medical Recruiting Brigade market, which includes: post-secondary schools (college/universities, graduate), professional schools, targeted and critical areas of concentration (AOC) from Residency programs, teaching hospitals, targeted seminaries/faith groups.

D-2 References

For related publications and referenced forms, see appendix A.

D-3 Explanation of abbreviations.

The glossary explains abbreviations and terms used in this regulation.

D-4 Policy

The basis of school recruiting will be upon a well-executed school plan encompassing the market: post-secondary schools (college/universities, graduate), professional schools, targeted and critical AOCs from Residency programs, teaching hospitals, targeted seminaries/faith groups and also identify other AOCs that may need special attention/focus. An SRP will be initiated during the 3rd quarter by the Brigade Education Services Specialist (ESS) to provide guidance to Battalions for the upcoming year. Battalion commanders will subsequently develop an SRP to meet Battalion specific mission objectives and goals. SRPs are designed to assist recruiters with education programs and services so they can effectively penetrate the school market by channeling efforts through specific tasks and goals to obtain the maximum number of quality commissions. Plans will include a matrix of activities that identify the tasks necessary to effectively manage and penetrate the market. A strategic approach to school recruiting is the cornerstone of mission accomplishment. A well-designed SRP creates positive awareness of the Army and interest in Army programs among students and the people who influence them. Therefore, to establish overall continuity of school recruiting efforts, military and civilian personnel assigned, attached, detailed, performing or who support recruiting duties within USAREC, will become familiar with and adhere to the provisions of this regulation.

D-5 Responsibilities

a. Medical Recruiting Brigade (MRB) commanders will:

Designate the Recruiting Brigade ESS as the project officer for:

- (1) School Recruiting Plan and education training program
- (2) Release of Directory Information and Access
- (3) Brigade Educator/Community Partner (COI) Tour Program
- (4) National Education Community Outreach and Associations
- (5) School/Program Activities

b. Medical Recruiting Brigade (MRB) ESS will:

Read, understand and comply with this regulation

- (1) Advise the Brigade Commander on the School plan and Education Training Program Information
- (2) Identify Battalion ESS training needs and develop training modules and conduct training as needed
- (3) Develop the annual MRB SRP incorporating all relevant markets
- (4) Assist the Battalions with gaining access to schools and programs
- (5) Assist the Battalions with obtaining student directory information
- (6) Monitor and maintain overall responsibility for the Educator/COI Tour Program
- (7) Conduct outreach activities and maintain liaison with national education community and associations
- (8) Work with the MRB S2 to verify changes (if any) in market, mission, priority, targeted schools and programs

(9) Work with the MRB Advertising & Public Affairs (A & PA) to advertise in the priority, targeted market to assist recruiting in the schools with key messaging/talking points, COI Events, providing exhibit space, scheduling TAIR events and other assets, placing advertising on campus as appropriate

(10) Be an active member of the Targeting Board & Fusion Cell

(11) Assist Battalions with identifying SMEs who are alumni from priority schools

c. Medical Recruiting Battalion (MRBn) commanders will:

(1) Read, understand and comply with this regulation

(2) Designate the Recruiting Battalion ESS as the project officer for:

(3) SRP and education training program

(4) Release of Directory Information and Access

(5) Battalion Educator/COI Tour Program

(6) Regional, State, Local Education Community Outreach and Associations

(7) School/Program Activities

(8) Review and approve or disapprove Recruiting company SRP penetration plans within 30 days of receipt

d. Medical Recruiting Battalion (MRBn) ESSs will:

(1) Read, understand and comply with this regulation

(2) Advise the Battalion Commander on the School plan and Education Training Program Information

(3) Identify training needs and develop training modules and conduct training as needed for Companies and Stations

(4) Develop the annual MRBn SRP incorporating all relevant markets

(5) Coordinate with and assist Company Commander in the development and implementation of the annual SRP

(6) Assist the Companies and Stations with gaining, maintain and improving access to schools and programs

(7) Assist Companies and Stations with obtaining student directory information

(8) Develop guidance, monitor and maintain overall responsibility for the Educator/COI Tour Program

(9) Conduct outreach activities and maintain liaison with regional, state, local education community and associations along with Civilian Aides to the Secretary of the Army (CASA) and Reserve Ambassadors in their area.

(10) Subject Matter Experts

(11) Work with the MRBn S2 to verify changes (if any) in market, mission, priority, targeted schools and programs

(12) Coordinate with the MRBn A & PA to advertise in the priority, targeted market to assist recruiting in the schools with key messaging/talking points, COI Events, providing exhibit space, scheduling TAIR events and other assets, placing advertising on campus as appropriate

(13) Be an active member of the Targeting Board & Fusion Cell

e. Medical Recruiting Company Commanders will:

(1) Read, understand and comply with this regulation

(2) Ensure Officers in Charge comply with procedural rules and guidelines established by the post-secondary schools (college/universities, graduate), professional schools, targeted and critical AOCs from Residency programs, teaching hospitals

(3) Develop a company SRP incorporating relevant, priority schools and programs in their market

(4) Validate completion of all tabs in all priority school folders within School Zone (SZ)

(5) Inform COIs about opportunities to participate in Educator Tours and/or COI events

(6) Coordinate with the MRBn A & PA to utilize advertising available to penetrate the market

(7) Assist stations (ICW the Station Commanders) when they are requesting directory information from post-secondary schools (college/universities, graduate) in accordance with the Solomon Amendment. Professional schools, targeted and critical AOCs from Residency programs, teaching hospitals will be based upon guidelines setup by the school/program and all will abide by them when requesting directory information.

(8) Report any problems in obtaining any directory information and or access issues to the Battalion ESS for action

(9) Establish contact (ICW the Station Commanders) with Professor of Military Science (PMS) staff at Army ROTC colleges/universities and coordinate recruiter visits throughout the year

(10) Understand and promote March2Success to post-secondary school POCs and students

(11) Request assistance of the Battalion ESS as necessary

(12) Establish/cultivate relationships with CASA and Reserve Ambassadors ICW the Station Commanders

f. Medical Recruiting Officers in Charge will:

(1) Read, understand and comply with this regulation

(2) Comply with procedural rules and guidelines established the post-secondary schools (college/universities, graduate), professional schools, targeted and critical AOCs from Residency programs, teaching hospitals

(3) Assist recruiters in making initial contacts and schedule meetings with key school administrators to gain, maintain and improve access and penetrate schools and programs (attend meetings, if needed)

(4) Inform key school and program personnel about the opportunity to participate in Educator Tours and/or COI events

(5) Understand and promote March2Success to post-secondary school POCs and students

(6) Establish/cultivate relationships with CASA and Reserve Ambassadors ICW the Station Commanders

(7) Assist the recruiters when they are requesting directory information from post-secondary schools (college/universities, graduate) in accordance with the Solomon Amendment. Professional schools, targeted and critical AOCs from Residency programs, teaching hospitals will be based upon guidelines setup by the school/program and abide by them when requesting their directory information.

(8) Report any problems in obtaining any directory information and or access issues to the Battalion ESS for action

g. Chaplain Recruiting Station Officers in Charge will:

(1) Read, understand and comply with this regulation

(2) Comply with procedural rules and guidelines established by the post-secondary schools (college/universities/graduate), professional schools, targeted and critical AOCs from Residency programs, teaching hospitals

(3) Assist recruiters in making initial contacts and schedule meetings with key school administrators to gain, maintain and improve access and penetrate schools and programs (and attending meetings, if needed)

(4) Inform key school and program personnel about the opportunity to participate in Educator Tours and/or COI events

(5) Understand and promote March2Success to post-secondary school POCs and students

(6) Establish/cultivate relationships with CASA and Reserve Ambassadors ICW the Station Commanders

(7) Assist the recruiters when they are requesting directory information from post-secondary schools (college/universities/graduate) in accordance with the Solomon Amendment. The professional schools, targeted and critical AOCs from Residency programs, teaching hospitals will be based upon guidelines setup by the school/program and abide by them when requesting their directory information.

(8) Report any problems in obtaining any directory information and or access issues to the Battalion ESS for action

h. Medical Recruiting Station Commanders will:

(1) Read, understand and comply with this regulation

(2) Ensure recruiters read, understand and comply with this regulation

(3) Ensure recruiters comply with procedural rules and guidelines established by the post-secondary schools (college/universities, graduate), professional schools, targeted and critical AOCs from Residency programs, teaching hospitals

(4) Develop a station SRP incorporating priority schools and programs in your area of operation

(5) Assist recruiters in making initial contacts and schedule meetings with key school administrators to gain, maintain and improve access at schools and programs (attend meetings, if needed)

(6) Introduce recruiters to the layout of the area of operations, relevant market and missioned AOCs

(7) Provide training to recruiters on understanding the market and how to gain, maintain and improve access to schools

(8) Ensure recruiters complete all tabs in school folders for all priority schools and programs within School Zone (SZ)

(9) Inform COIs about the opportunity to participate in Educator Tours and/or COI events

(10) Understand and promote March2Success to post-secondary school POCs and students

(11) Establish contact (in coordination with Company Commander) with Professor of Military Science (PMS) staff at

Army ROTC colleges/universities and coordinate recruiter visits throughout the year

(12) Establish/cultivate relationships with CASA and Reserve Ambassadors ICW Company Commanders & Officers in Charge

(13) Assist the recruiters when they are requesting directory information from post-secondary schools (college/universities, graduate) in accordance with the Solomon Amendment. Professional schools, targeted and critical AOCs from Residency programs, teaching hospitals, and targeted seminaries/faith groups will be based upon guidelines setup by the school/program and will abide by them when requesting their directory information.

(14) Report any problems in obtaining any directory information and or access issues to the Battalion ESS for action

(15) Request the assistance of the Battalion ESS as necessary

i. Chaplain Recruiting Station Commanders will:

(1) Read, understand and comply with this regulation

(2) Ensure recruiters read, understand and comply with this regulation

(3) Ensure recruiters comply with procedural rules and guidelines established by the post-secondary schools (college/universities/graduate), and targeted seminaries/faith groups

(4) Inform COIs about the opportunity to participate in Educator Tours and/or COI events

(5) Coordinate with the MRBn A & PA to utilize the advertising available to penetrate the market

(6) Develop a station SRP incorporating priority schools and programs in your area of operation

(7) Assist the recruiters when they are requesting directory information from post-secondary (college/universities), graduate schools, and seminaries/faith groups in accordance with the Solomon Amendment. The procedural rules for requesting directory information from graduate schools and targeted seminaries/faith groups will be based upon guidelines setup by the school/program and recruiters will abide by them.

(8) Report any problems in obtaining any directory information and or access issues to the Battalion ESS for action

(9) Establish (ICW with the OIC) contact with Professor of Military Science (PMS) staff at Army ROTC colleges/universities and coordinate recruiter visits throughout the year

(10) Assist recruiters in making initial contacts and schedule meetings with key school administrators to gain, maintain and improve access at schools and programs (and attending meetings, if needed)

(11) Introduce recruiters to the layout of the area of operations, relevant market and missioned AOCs

(12) Provide training to recruiters on understanding the market and how to gain, maintain and improve access to schools

(13) Ensure recruiters complete all tabs in the school folders for all priority schools and programs within School Zone (SZ)

(14) Establish/cultivate relationships with CASA and Reserve Ambassadors ICW the Officer in Charge

j. Medical Recruiters will:

(1) Read, understand and comply with this regulation

(2) Comply with procedural rules and guidelines established by the post-secondary schools (college/universities, graduate), professional schools, targeted and critical AOCs from Residency programs, teaching hospitals

(3) Complete school folders for all priority post-secondary schools, professional schools, targeted and critical AOCs from residency programs, teaching hospitals within School Zone (SZ).

(4) Assist in developing a school penetration plan for the relevant market

(5) Request directory information from post-secondary schools (college/universities, graduate) in accordance with the Solomon Amendment. Professional schools, targeted and critical AOCs from Residency programs, teaching hospitals will be based upon guidelines setup by the school/program and abide by them when requesting their directory information.

(6) Report any problems in obtaining any directory information and or access issues to the Station Commander

(7) Understand and promote March2Success to post-secondary school POCs and students

(8) Inform key school and program personnel about the opportunity to participate in Educator Tours and/or COI events

(9) Be familiar with all aspects of incentive programs published in the AMEDD Program Guide published by Health Services Directorate and Army Reserve health Professions Officer Incentive (HPOI) Pay Plan for current fiscal year.

(10) Understand how each incentive benefits applies to the needs of the individual.

(11) Ensure Advisors, Student Affairs Deans, Pre Health Advisors and GME Directors are informed on current programs and incentives that apply to their students.

(12) Discuss Loan Repayment and stipend with Financial Aid Officers at Medical and Dental Schools.

k. Chaplain Recruiters will:

(1) Read, understand and comply with this regulation

(2) Develop a SRP plan incorporating relevant, priority schools and programs in their market

(3) Complete school folders for all priority schools and seminaries

(4) Request directory information from post-secondary (college/universities), graduate schools, and seminaries/faith groups in accordance with the Solomon Amendment. The procedural rules for requesting directory information from graduate schools and targeted seminaries/faith groups will be based upon guidelines setup by the school/program and recruiters will abide by them.

(5) Report any problems in obtaining any directory information and or access issues to Station Commander

(6) Inform key school and program personnel about the opportunity to participate in Educator Tours and/or COI events

(7) Coordinate with the MRBn A & PA to utilize the advertising available to penetrate the market

(8) Establish/cultivate relationships with regional, state, local religious and educational leaders, Center of Influence, and associations

D-6. School Recruiting Plan

a. Purpose

The purpose of a School Recruiting Plan is to establish and maintain a presence in the priority market, which includes: post-secondary schools (college/universities, graduate), professional schools, targeted and critical AOCs from Residency programs, teaching hospitals, and targeted seminaries/faith groups. SRPs must be aligned accordingly: USAREC, Brigade, Battalion, Company, Stations. Plans must reflect an active and pragmatic approach to ensure recruiters have access to schools by including Army education programs, educational resources, and meetings with key education personnel, and workshops that highlight the Army's commitment to education. See appendix B for a month-by-month listing of suggested activities

b. Goals

The school recruiting program is designed to provide guidance to the recruiting field so recruiters have a road map or plan of action to ensure a successful recruiting school year. The goal of the SRP is to provide recruiters the tools and information needed to establish, gain, and maintain access to schools.

c. MRB & MRBn School Plans

Prior to the end of the school year, Brigade will develop a plan and disseminate it to Battalion level. Battalion leadership will work in conjunction with Brigade to ensure the Brigade school plan's intent and milestones are reiterated and elaborated in the Battalion school plan. The Battalion SRP will provide specific guidance and milestones to recruiting companies. The Company SRP will provide specific guidance and milestones to recruiting stations. The market includes post-secondary schools (college/universities, graduate), professional schools, targeted and critical AOCs from Residency programs, teaching hospitals, targeted seminaries/faith groups.

(1) All SRPs (please note specifics for information in bold below) will include, but not limited to:

(2) Access: gain, maintain, sustain, and improve

(3) Prospecting at Priority Market Schools/Institutions/Programs

(4) Targeted/Critical AOCs

(5) Shaping operations/events, such as: career fairs, graduation, white coat ceremony, match day, exit interviews, orientations, grand rounds, didactic lectures, etc.

(6) Propensity

(7) Key Influencer, Educator and COI Development and Sustainment (Pre-Health Advisors, Religious Studies Advisor, Pre-Health Directors, Professors, Deans, Presidents, Graduate Medical Education (GME) Directors, Residency Directors/Coordinators, etc.)

(8) Key Student organizations development and participation (Pre-Medical, Pre-Dental, Pre-Health, Medical, Dental Fraternities, Medical, Dental Honor Societies, etc.)

(9) Educational resources and workshops (Presentations, March2Success, Suture Clinics, Skills Lab)

(10) Educator/COI Tours (Army Medical Experience, Army Chaplain Experience)

(11) Directory Information, List acquisition

- (12) School Zone
- (13) Medical School matriculation rates (Post-Secondary)
- (14) MCAT/DAT scores (Post-Secondary & Professional Schools)
- (15) Utilizing Subject Matter Experts (SMEs)

Appendix E

MRB Company School Plans

Company school plans will reflect the guidelines and milestones set forth by the Brigade and Battalion school plans. Company Commanders will nest their school plans within the parameters of the Brigade and Battalion school plans with additional responsibility of identifying specific duties associated to the recruiting station based on company mission. School plans will include, but not be limited to the above-identified intended goals.

E-1 MRB Station School Plans

Recruiting Station School Plans will reflect the guidelines and milestones set forth by Company, Battalion, and Brigade. Station Commanders will nest their school plans within the parameters of the aforementioned school plans. School plans will include, but not limited to the above-identified intended goals.

Appendix F

Outreach Program Relations

F-1 Purpose

Recruiters will establish rapport and credibility with school/program officials. See appendix B for a quarterly listing of suggested activities. The end goal is to create/reinforce positive attitudes about the Army, which will in turn open more doors, create more leads and commissions.

F-2 Establishing and maintaining rapport

- a. Establishing rapport with school/program officials is a key step in maintaining access to schools. School/program recruiting is critical to both short-term and long-term recruiting success. Recruiters will establish rapport with key influencers by implementing the following guidelines:
- b. Understand that schools/programs are autonomous and that every school's/program's organizational climate and structure is different. Recruiters will tailor approaches to each school/program based on its autonomy and continue to gain, maintain and improve school relations.
- c. Know and follow the school's ground rules on access and school visits. Find out as early as possible what the rules are, and remember, they can change.
- d. Cultivate relationships with Pre-Health Advisors, Religious Studies Advisor, Pre-Health Directors, Professors, Deans, Presidents, Graduate Medical Education (GME) Directors, Residency Directors/Coordinators, etc.) to reinforce Army programs.
- e. Always schedule a courtesy visit with the key influencer/educator/community partner before school/program starts if possible, but at least early in the School Year (SY). The Medical Recruiting Company Commander or Station Commander will escort new recruiters on the first visit to each school.
- f. Keep all scheduled appointments with or at a school. If a different Soldier must visit a school, obtain permission from the school in advance.
- g. Ensure that schools/programs are aware that the recruiter is a partner in education and is there to provide resources to promote the Army as an option after graduation/completion of program.
- h. Recruiters need to ensure school/program officials understand why school/program recruiting is necessary. Use the Educator/COI program, presentations and request assistance from the Medical Recruiting Battalion Education Services Specialist (ESS) to gain, maintain, and improve access to schools/programs and request assistance from the Medical Recruiting Battalion Advertising and Public Affairs staff to utilize advertising available to penetrate the market.
- i. Represent Army values and demonstrate absolute professionalism and integrity.
- j. Never react negatively to a school's refusal to support recruiting initiatives. Seek alternative approaches to accomplish the mission while maintaining professional composure and presenting a positive image. Problems will be directed to the chain of command and Battalion ESS for assistance.
- k. Don't discuss civilian life or jobs negatively with school officials or students.

l. Attend as many school activities as possible and offer Army skills and training as a resource to the school. Attend events in uniform or dress appropriately

m. Work with school officials at the end of each school year to coordinate the beginning of the year visits, workshops, and presentations to ensure appropriate timing with school personnel.

n. Keep relationships with students and school officials on a professional level. Recruiters must earn respect. Refrain from making careless remarks to or about school personnel, discussing other students' scores or making negative remarks about other services.

F-3 School profile

Each school has a distinct chain of command structure and Recruiters will tailor a program to fit the needs and interests of the individual school. Study previous years SZ electronic school folders to determine what has been successful or ineffective in the past in order to develop subsequent school year plans within SZ.

Plan activities and set forth objectives for each school. Contact the Battalion ESS and Advertising and Public Affairs staff for historical information and Army unique programs and services to use in assigned schools (e.g., March 2 Success, outreach activities, suture clinics, skills labs, advertising,).

F-4 Student influencer

Student influencers play an important role in the SRP. Student influencers include, but are not limited to, class officers, student clubs such as: pre-med, pre-health, pre-dental, fraternities, honor societies. Recruiters will share Army resources and ensure students are aware of Army benefits.

F-5 Center of Influence/Key influencers

Many Key Influencer, Educator and COIs are not aware of the multifaceted opportunities that America's Army offers. Ensure the total community is cognizant of what programs and services are available, not only for students, but school systems, and the community as well. Never pass up the opportunity to address the different associations. Keep those influencers informed. Provide them with information on the benefits of an Army opportunities. Members of the community can provide guidance and serve as positive influencers.

F-6 E/COI Tours

a. E/COI tours (see UR 601-2, Management of Centers of Influence Events and Educator Tours) are designed to be professionally enriching experiences for key influencers.

b. The purpose of the E/COI tours is:

c. To support the recruiting force by improving recruiter access to the post-secondary schools (college/universities, graduate), professional schools, targeted and critical AOCs from Residency programs, teaching hospitals, targeted seminars/faith groups markets.

d. Relay the following messages to tour participants:

e. Education and training opportunities in America's Army are excellent.

f. Army interest in Soldier welfare and development matches the concern educators have for their students.

g. Training and educational opportunities make the Army a competitive career choice worthy of consideration

h. Obtain support from educators and key influencers for improving access to schools, arranging availability of directory information

i. E/COI tour nominations. Battalions are authorized and funded to conduct, at a minimum, one E/COI tour per fiscal year. Each Company is limited in the number of nominees depending on the size of the tour. Recruiters submit nominations for the desired participants with the goal of selecting key influencers who can testify as to the quality of Army educational benefits and technical training. Key influencers, policy makers are Pre-Health Advisors, Religious Studies Advisor, Pre-Health Directors, Professors, Deans, Presidents, Graduate Medical Education (GME) Directors, Residency Directors/Coordinators, etc. who can establish a more favorable policy toward school access and release of directory information. College administrators, financial aid counselors, admissions officers and registrars can support recruiters and influence students at the postsecondary level.

F-7 Recruiter responsibilities

Assess school market to determine problem areas. Identify those key influencers and policymakers who can help remove the barriers to recruiting.

Submit nominations through appropriate channels to the E/COI tour program manager. Provide accurate address information for written or digital invitations.

Follow up with the nominee(s) to ensure they receive the tour invitation. Coordinate with tour program manager when the tour selectee has agreed to participate.
Escort and transport tour participants to and from the departure point.
Immediately following the tour, follow up with your E/COIs. Accept volunteered support and request additional assistance.

Appendix G
School Zone

G-1 Purpose

- a. School Zone (SZ) is designed to assist recruiters in developing an effective and consistent SRP. School Zone provides recruiters with a historical reference of past and current performance and productivity of SRP. The electronic school folders are used by recruiters to document essential information on each school/program. School Zone folders will be prepared on all priority schools to include post-secondary schools (college/universities, graduate), professional schools, targeted and critical AOCs from Residency programs, teaching hospitals, targeted seminaries/faith groups. Document all school visits and activities which impact recruiting within the Activities tab.
- b. See the default screen for Chaplains in figure 4-1 and AMEDD colleges/universities, professional schools and residency programs in figure 4-2.

Post Secondary 4 Yr Population		Post Secondary 4 Yr Achievements		SROTC				
Total		Goal	RA	AR	Service	M	F	Total
7922		Achieved Current:	0	0		0	0	0
		Achieved History:	0	0				

Additional Information

Web Site:

Graduation Date: Other Graduation Date:

School Visit Restrictions:

Faith Group:

Denomination:

Name of School Newspaper:

Accept Ads: ☐ ☐

Ads Placed: ☐ ☐

Date Placed:

List(s) Released by School Officials: ☐ ☐

If Yes, Enter POC:

School Recruiting Information (What, When, Who):

Save Cancel

Figure G-1. Chaplain School Zone Example

Name	Rank	Branch
0 Items Found, displaying all items.		

Add Future Officer Search Future Officers

Figure G-2. AMEDD School Zone example.

G-2 School Information

When accessing school information within School Zone, depending on the school type selected, screens within the School Zone database will display different information.

- a. For Chaplain, the following tabs of the electronic school folder are the same and sections contain the corresponding data:
- b. School Information tab: See the 4 yr. population, annotate 4 yr. achievements, add the website, show graduation date, faith group/denomination, and other basic information. This information will be kept current.
- c. Programs tab: Annotate all programs available at the school
- d. Faculty/Student tab: The faculty/students tab provides a list with contact information of current faculty, staff, student leaders, and other COIs within the school.
- e. Activities tab: The activities tab provides input and view of what recruiters planned and accomplished based on two types of activities: Prospecting (classroom presentations, COI function, Graduation Ceremony, other) and Administrative (Educator Tour, Graduation Ceremony, Meet with staff/faculty, other, request directory info, RPI racks). Note: Recruiters

will document all school visits.

f. Evaluation tab: The evaluation tab displays information to assess and determine school support. Evaluation is based on eight areas: Type of Institution, Access, Student Directory, College Administration, ConAP Participant*, ROTC*, Publicity & Career Planning and placement, Media, TAIR, and Internet. Response to questions in these areas are point based, and total points determine if the school fully supports, partially supports or does not support. This section also contains other criteria to consider for final determination of targeted school. Targeted schools are those schools that have a high propensity for commissions. *ConAP and ROTC info, contact your NPS counterpart.

g. School Events Calendar: The school event tab provides review and input of where listed events will occur throughout the SY. It also provides users of SZ to see what events are occurring at the school. Within this tab, the Seminary Recommended Events link provides a suggested list of activities to conduct during the SY. If a recruiter is going to attend an event, he or she will need to add his or her participation under the Activity link.

h. For the School Zone user assistance guide or additional information, access the Help link from the School Zone homepage.

i. For AMEDD, the following tabs of the electronic school folder are the same and sections contain the corresponding data:

j. Future Officers tab: The future officers tab provides a list with contact information of current students who have joined or agreed to join the Army.

k. Programs tab: The programs tab displays the programs and potential AMEDD specialties available at the selected school. Recruiters should update this tab annually to reflect the current programs and potential AMEDD specialties available.

l. Faculty/Students tab: The faculty/students tab provides a list with contact information of current faculty, staff, student leaders, and other COIs within the school.

m. Activities tab: The activities tab provides input and view of what recruiters planned and accomplished based on two types of activities: Prospecting and Administrative. Corresponding planned actions are contingent on the activity selected and differ based on the school type i.e. college vs. professional school. Note: Recruiters will document all school visits which impact recruiting.

n. For the School Zone user assistance guide or additional information, access the Help link from the School Zone homepage.

G-3 Filing and disposition

School Zone update is initiated on 1 July or the next available workday.

Appendix H

School Recruiting Education Programs

H-1 March2Success

a. March 2 Success is a highly interactive online program to provide college students easy access to test preparation. The program, sponsored by the Army, allows young men and women to participate in 2 full-length practice tests for the MCAT and 2 full-length practice tests for the DAT along with practice test questions covering entrance exam topics for nursing and allied health programs.

b. The Medical College Admission Test (MCAT) is a standardized entrance exam used by many medical schools. The test assesses mastery of basic scientific concepts, problem solving, and critical thinking, as well as analysis and reasoning skills. The skills tested are those identified by medical professionals as essential for success in medical school and as a doctor.

c. Peterson's 2 full-length practice tests for the MCAT mimic the structure and timing of the actual MCAT exam. Additionally, each section within the practice tests can be reviewed after the section is scored. While reviewing the sections, students will be presented with their results along with the correct answer and a detailed explanation of the problem.

d. Test topics include:

(1) Chemical and Physical Foundations of Biological Systems - measures your mastery of basic physics and general chemistry concepts

(2) Critical Analysis and Reasoning Skills - gauges your ability to understand, analyze, apply, and evaluate information from reading passages

(3) Biological and Biochemical Foundations of Living Systems - assesses your understanding of concepts from biology and organic chemistry

(4) Psychological, Social, and Biological Foundations of Behavior - assesses your understanding of basic concepts from psychology, sociology, and biology

e. The Dental Admissions Test (DAT) is a multiple choice, computer-based test required for applicants entering dental schools in the United States. It measures an applicants' academic ability, scientific understanding and perceptual ability. The DAT is broken down into four sections:

(1) Natural sciences (biology, general chemistry, and organic chemistry)

(2) Perceptual ability (two- and three-dimensional problem solving)

(3) Reading comprehension (dental and basic sciences)

(4) Quantitative reasoning (mathematical problems in algebra, numerical calculations, conversions, etc.)

f. Peterson's Practice Tests for the DAT include 2 full-length practice tests with detailed answer explanations for every question.

g. Peterson's online nursing hub features practice test questions covering entrance exam topics for nursing and allied health programs. Detailed answer explanations are provided for each practice test question.

(1) The content will provide preparation for the following entrance exams:

(2) Pre-Admission Examination (PAX-RN), PSB-Registered Nursing School Aptitude Examination (RN), Test of Essential Academic Skills (TEAS)

(3) PSB-Health Occupations Aptitude Examination

(4) Pre-Admission Examination (PAX-PN)

(5) The goals of the Army's March 2 Success Programs are:

(6) To build the image with students, parents, and educators that the Army is high tech and career oriented.

(7) To build rapport and strengthen the working relationship between recruiters and school officials.

(8) To enhance standardized test scores such as the MCAT and DAT.

h. Recruiters are encouraged to offer this online test preparation program to schools at no cost. This will provide all students the opportunity to improve test taking skills and standardized test scores. By developing and offering this program, the Army is extending its commitment to the success of our young adults and to our schools by becoming partners in education. For more information, contact the Recruiting Battalion ESS.

Appendix I

Understanding the Market

I-1 Purpose

a. Recruiters will have an understanding of the institutions that comprise the market. This chapter provides a brief description of the types of higher education institutions that support many Army specialties as well as the education and certification process for professionals. This will assist recruiters in understanding the link between education, training, certification, and licensure. This chapter also includes strategies to build relationships and apply effective recruiting practices across these education and training domains: College and University, Professional Schools, Residency Programs, Seminaries.

b. Understanding the education system, and prioritizing the effort, is essential in developing an effective School Recruiting Plan (SRP).

I-2 Guidelines

a. School programs are unique due to a specific student population that is necessary for mission. A more micro centric approach is necessary to foster a proper relationship with post-secondary, graduate and graduate medical education programs.

b. Annual meeting with advisors of pre health at the career counselor offices, Post Baccalaureate offices, Medical School and Dental school student affairs office and Medical Dental School financial aid office. Additionally, elected representatives of Pre Health Clubs and Societies should be part of an annual meeting, along with the club or society's academic advisor.

c. Company Commander, Station OIC, designated recruiter and Battalion Education Services Specialist (when

available) should attend the annual meeting.

- (1) Issues to be discussed include:
- (2) Recruiter access to students and organizations
- (3) Left/Right limits on visitation at institutions perspective
- (4) Policy on release of information
- (5) Solicitation policy of Host Facility for Graduate Medical education
- (6) Providing Didactic lecture or Seminar
- (7) Practicum clinics such as: suture, IV, Hemorrhage Clinics.
- (8) Grand Rounds opportunities for the year
- (9) Continuum of care lectures
- (10) SME Alumni support
- (11) Identifying student with LOAs (undergraduate)
- (12) Access to Gap year Students (undergraduate)

(13) Direct development of Educators/COIs, Key Influencers at all Priority/Targeted/Missioned Schools. These people can provide lists, assist with gaining access to students and provide referrals. These contacts (at a minimum) will all be added in the school folder in SZ. At post-secondary schools (college/universities, graduate), professional schools, targeted and critical AOCs from Residency programs, teaching hospitals, targeted seminaries/faith groups:

- (14) Army ROTC.
- (15) Pre health or Religious Studies Advisor
- (16) Registrar/Financial Aid
- (17) Biology Advisor/Biology Club
- (18) Premed Club (Pre-health/AMSA/AED)/Pre-dental Club
- (19) Career Services/Veterans Services
- (20) Professional Healthcare School (Medical, Dental, Vet, etc.)
- (21) Program Advisor/Director for missioned and/or critical AOC programs
- (22) GME Department/Medical School/Post-bac Programs
- (23) Residency Program Coordinator/Director for missioned AOCs
- (24) The nearest NPS Recruiting Office to the college campus

(25) Direct lead generating activities. At post-secondary schools (college/universities, graduate), professional schools, targeted and critical AOCs from Residency programs, teaching hospitals, targeted seminaries/faith groups: (as appropriate):

- (26) School visit should be a planned activity with the purpose of developing COIs and generating leads
- (27) Blueprint and conduct Intel at post-secondary schools, programs to identify opportunities
- (28) Post RPIs at each visit
- (29) Obtain a student list from the Registrar
- (30) Attempt to conduct a presentation (TAIR Event) at Premed/Pre-dental clubs, fraternities, honor societies
- (31) Attempt to conduct a presentation at each missioned or critical AOC programs. Offer SME support if available
- (32) Attempt residency presentations to missioned or critical AOC programs. Offer SME if support available
- (33) All school visits will be documented in School Zone with complete AARs

(34) Resolve school list or access issues at the lowest level. Access issues will be referred to the Company Leadership Team at the soonest and after Station Leadership Team attempt to resolve at their level. List all efforts expended when referring issues

- (35) Post-Secondary Schools

(36) This recruiting market consists of colleges and universities with programs that offer undergraduate and graduate degrees (master's degree and/or doctorate). Most universities offer both undergraduate degrees and graduate degrees at the same institution. To obtain a graduate degree, you must first have an undergraduate/bachelor's degree.

I-3 Professional Schools

a. A professional school such as medical school, dental school, veterinary school, clinical psychology school, nursing school, school of theology for a more advanced degree from a specific program.

b. Attending a professional school is a requirement for many jobs in the Army. For example, doctors, dentists, veterinarians, clinical psychologists, pastors all must apply to and be accepted by schools for specialized training. These professional students receive subject-specific training; and, are prepared to obtain certification in the chosen field. Certifications usually include completion of tests designed by national associations to verify skill in practices.

c. Some of the professional schools also offer undergraduate degrees in specific professions. For example, a nursing school may offer an undergraduate program, a master's degree or advanced nursing certificates. Some nursing schools offer a doctorate degree and/or a doctor of philosophy (PhD) in nursing.

I-4 Residency Programs, Teaching Hospitals, Medical Centers

a. Residency comes after one graduates from a professional school and matches to residency training program, to further their training, advance their knowledge and develop their skills, generally at a hospital that varies from three to seven years. A resident holds a Doctor of Medicine/Dental Medicine and practices medicine in a hospital or clinic under the direct supervision of an attending physician.

b. The Accreditation Council for Graduate Medical Education (ACGME) accredits sponsoring institutions and residency and fellowship programs, confers recognition on additional program formats or components, and dedicates resources to initiatives addressing areas of import in graduate medical education.

I-5 AMEDD Clinical Skills and Didactic Support

Due to the unique nature of the AMEDD market, School recruiting Education Programs involves post-secondary undergraduate schools, Graduate Medical Education programs, Host Teaching Hospitals and Medical Centers. There is a critical need for practical clinic workshops for the undergraduate student pursuing a career in the health field. At the graduate level and graduate medical education, didactic lecture for fulfilling accreditation sustainment of an institution or grand rounds. This is an opportunity to bring in Subject Matter Experts and can share the Army Medicine Experience on a professional level. The programs are designed to:

a. Provide AMEDD recruiter with a source of targeted leads of pre medical/dental students, nursing students, medical/dental students, physicians in Graduate Medical Education, Dentist in Advanced Education in General Dentistry.

b. Provides advisors, college clubs and societies, hospitals, medical centers and Graduate Medical Education programs a unique opportunity to identify and satisfy learning gap analysis and fulfill requirements needed to maintain accreditation.

c. Bring in Army Subject Matter Experts to help cross fertilize standards of practice and improve continuum of care for a growing veteran population.

I-6 Chaplain Recruiting

a. Army Chaplain Recruiting Stations (CRS) are aligned with the medical recruiting battalions. Army chaplain recruiting includes the same level of recruiter and station leadership preparation as described in this chapter.

b. The School Zone application for chaplain recruiting uses additional Information and Calendar Tabs.

c. The Office of the Chief of Chaplain (OCCH) Accessions Policy and the Department of the Army Chaplain (DACH) Standard Operating Procedure (SOP) are updated annually to describe how the CRT processes RA and AR chaplains. The policy further describes the process for the Army Chaplain Candidate Program. The CRS is trained to explain the endorsement, approval, and interview process for chaplains.

d. All Chaplain and Chaplain Candidate applicants (to include currently serving USAR and ARNG chaplains) must apply through a regional recruiter (USA/USAR) or state recruiter (ARNG).

e. Applicants must meet all academic standards outlined in Department of Defense Instruction (DODI) 1304.28, Guidance for the Appointment of Chaplains for the Military Departments.

f. The educationally qualified applicant shall possess a baccalaureate degree with not less than 120 semester hours (180 quarter hours) from a qualifying educational institution. The educationally qualified applicant shall also possess a post-baccalaureate graduate degree in the field of theological or related studies from a qualifying educational institution. A qualifying graduate degree program shall require no fewer than 72 semester hours (108 quarter hours) of graduate-level work. Related studies may include graduate courses in pastoral counseling, social work, religious administration, and similar disciplines when one-half of the earned graduate credits include topics in general religion, world religions, the practice of religion, theology, religious philosophy, religious ethics, and/or the foundational writings from the applicant's

religious tradition.

g. The following may not be included as part of the 72-hour minimum requirement: advanced-standing undergraduate credits, undergraduate credits transferred to a graduate program, post-graduate credits for doctorate or other advanced degrees, credit for CHBOLC, or life experience.

h. In addition to DODI 1304.28 standards for unaccredited degrees, any degree earned outside the United States (US) must be accompanied by a certified educational service evaluation. This evaluation translates the transcript into English, provides equivalent grade point average, and states the degree equivalency in terms of US accreditation standards. This document allows accession board members to intelligently evaluate the applicant's educational record and compare them fairly against other applicants.

i. Accredited institutions are those listed in the current edition of the American Council on Education (ACE), accredited institutions of post-secondary education and relevant ACE supplements. The ACE list of institutions can be found here <http://www2.acenet.edu/crm/members-directory/>. These are the websites of some of the organizations that provide degree evaluations: wes.org, fis-web.org, and naces.org/members.

j. An unaccredited educational institution may obtain designation as a qualifying RMP-producing educational institution for a specific applicant to the chaplaincy who graduated from that educational institution by providing certification from registrars at three accredited educational institutions that maintain programs for the preparation of clergy. Each registrar shall certify that his or her educational institution would have accepted at least 90 percent of the credit hours earned and courses leading to the awarding of the post-graduate degree in theological or related studies earned by that applicant at the unaccredited educational institution, as of the year of graduation.

k. Applicants for Chaplain Candidate may apply up to six months prior to completion of the qualifying undergraduate degree. Applicants must present a statement of projected graduation from their institution. Selectees must present final transcripts prior to commissioning as Chaplain Candidates. Chaplain applicants for RA and USAR/ARNG may not apply prior to final graduation.

l. Additionally applicants must meet academic standards outlined in AR 165-1, paragraph 6-14f.

m. Minimum grade point average (GPA) for Chaplain Candidate (56X) applicants is 2.5 (4.0 scale).

n. Minimum GPA for Chaplain (56A) applicants is 2.5 (4.0 scale) for both the 120 hour baccalaureate degree, and qualifying post-baccalaureate degree.

o. For further detailed information about the market, it is available in the Recruiting Operations Plan as well as the SRP.

Appendix J

J-1 Release of Recruiting Information

a. Solomon Amendment

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

(2) The government can deny postsecondary institutions access to certain Federal funds for preventing military recruiting on campus.

(3) DOD will determine if the postsecondary institution has a policy or practice that either prohibits or in effect prevents:

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

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

b. There is a sample letter (see fig E1) Commanders and recruiters can use when requesting student recruiting information. Make requests for this information once every semester or term.

c. The following are procedures if a postsecondary institution fails to comply with the Amendment.

(1) Recruiters will report any non-compliance and provide any documentation to the Recruiting Battalion ESS.

(2) Recruiting Battalions will identify the problem and attempt to devise an acceptable solution.

(3) A memorandum with appropriate documentation will be submitted to the Brigade ESS and then through channels to the Chief, G7/9, Education Division, for further follow-up and action.

Professional schools, targeted and critical AOCs from Residency programs, teaching hospitals, targeted seminaries/faith groups will be based upon guidelines setup by the school/program and abide by them when requesting their directory information.

J-2 Family Educational Rights and Privacy Act (FERPA)

a. The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR Part 99) is a Federal law that protects the privacy of student education records. The law applies to all schools that receive funds under an applicable program of the U.S. Department of Education.

b. FERPA gives parents certain rights with respect to their children's education records. These rights transfer to the student when he or she reaches the age of 18 or attends a school beyond the high school level. Students to whom the rights have transferred are "eligible students."

c. Schools must have written permission from a parent or eligible student in order to release any information from a student's education record. However, FERPA allows schools to disclose those records, without consent, to the following parties or under the following conditions (34 CFR § 99.31):

(1) School officials with legitimate educational interest;

(2) Other schools to which a student is transferring;

(3) Specified officials for audit or evaluation purposes;

(4) Appropriate parties in connection with financial aid to a student;

(5) Organizations conducting certain studies for or on behalf of the school;

(6) Accrediting organizations;

(7) To comply with a judicial order or lawfully issued subpoena;

(8) Appropriate officials in cases of health and safety emergencies; and

(9) State and local authorities, within a juvenile justice system, pursuant to specific State law.

d. Schools may disclose, without consent, "directory" information such as a student's name, address, telephone number, date and place of birth, honors and awards, and dates of attendance. However, schools must tell parents and eligible students about directory information and allow parents and eligible students a reasonable amount of time to request that the school not disclose directory information about them.

Appendix K

Calendar for Colleges/Universities, Professional Schools and Residency Programs

This is a timeline of activities provided to assist Station Commanders and Recruiters develop their ROPs and plan/execute school activities. It identifies necessary tasks to effectively manage and penetrate the postsecondary school and residency markets. It is important that Station Commanders/OICs use the matrix as a guide when evaluating the effectiveness of their School Recruiting Program. Continual assessment of the school plan will help direct recruiter activities and positively impact mission accomplishment. A well-executed school plan will identify markets of opportunity and areas that may need special attention.

1st Quarter (October - December)

- Conduct quarterly school plan review (July, August, September) (SC/CC)
- Request student lists from Registrar
- Visit with programs, advisors, coordinators, and instructors
- Conduct presentations at classroom, clubs and recruiting events
- Visit Residency Programs and conduct presentations
- Meet with college financial aid directors
- Continue liaison with student services and student organization leaders

2nd Quarter (January-March)

- Conduct quarterly school plan review (October, November, December) (SC/CC)
- Conduct COI events, presentations at classroom, clubs and recruiting events
- Conduct Residency presentations
- Coordinate career days with career services/placement office
- Maintain contact with ROTC Department and coordinate on planned activities
- Participate in Match Day events
- Review college ad plan for ad placement

3rd Quarter (April - June)

- Conduct quarterly school plan review (January, February, March) (SC/CC)
- Start planning next school year's school penetration plan
- Identify campus summer activities
- Maintain COI relationships - follow-up for next school year
- Attend Graduation events
- Provide RPIs at Residency Orientation
- Review college ad plan for ad placement

4th Quarter (July - September)

- Conduct quarterly school plan review (April, May, June) (SC/CC)
- Establish and update School Zone school folders NLT 1 July
- Review college websites, college catalogs and calendar of events
- Coordinate with registrar and/or student affairs for table at orientation week
- Schedule initial Residency program visits
- Conduct initial Residency program visits
- Establish relationships with U.S. Army NPS Recruiting Offices near campus (Ongoing)
- Plan and/or schedule initial college visitations, table set-up dates
- Table at orientation week
- Conduct initial college/university visits - schedule presentations and recruiting events
- Coordinate career days with career services/placement office
- Establish working relationship with Veterans Affairs representative
- Identify college educators and administrators for educator and COI tour
- Update ROTC Department and coordinate on planned activities
- Contact student president and faculty advisors of AOC-specific clubs
- Review college ad plan for ad placement

Appendix L
Student Directory EXAMPLE letter request



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY MEDICAL RECRUITING BRIGADE
1889 OLD IRONSIDES AVENUE
FORT KNOX KY 40121-2725

**REPLY TO
ATTENTION OF**

1 October, 2018

Dear Registrar,

My name is Kellie Tefft. I am the U.S. Army Education Specialist for this area of Illinois. As part of my official duties, I am required to assist with the acquisition of the Educational student lists. These lists serve to assist all Recruiters to present information about the opportunities within Army Medicine upon graduation. Opportunities include financial aid and employment to include full and part time. To help us accomplish this task, Congress passed three Acts that address Military Recruiting and Reserve Officer Training Corps (ROTC) Program Access to Students of Higher Education, commonly known as the "Solomon Amendment." These Acts require colleges to allow recruiters access to campus and to provide them with student recruiting information or possibly face the loss of certain federal funds.

I am writing to request a list containing student recruiting information for students enrolled at your institution. Please include at a minimum, the following information:

**Last Name
First Name
Middle Name
Full mailing address (Local) address, city, state, zip
Phone Number (Local)
Email address (most important)
Academic Major (or area of study)
Year group (Freshmen, Sophomores, Juniors, Seniors, Graduate) / Date of Graduation**

Your assistance is greatly appreciated. Please send the student recruiting information list to me at: kellie.tefft.civ@mail.mil . If you have any questions, please contact me at (502) 626-1960.

Sincerely,

**Kellie Tefft
Education Services Specialist
Fort Knox, KY**

Figure L-1. Student Directory Sample Letter Request

Glossary
Section I
Abbreviations

AACRAO-American Association of College Registrars and Admission Office

AAMC-Association of American Medical Colleges

ACE-American Council on Education

ACGME-Accreditation Council for Graduate Medical Education

ADA-American Dental Association

AFCB-Armed Forces Chaplain Board

AMA-American Medical Association

AMEDD-Army Medical Department

AMRG-Army Marketing & Research Group

ANC-Army Nurse Corps

AOA-American Osteopathic Association

BOLC-Basic Officer Leadership Course

CASA-Civilian Aide to the Secretary of the Army

CC-Company Commanders

CCOI-Chaplain Basic Officer Leadership Course

ConAP-Concurrent Admissions Program

COI-Center of Influencers

CRS-Chaplain Recruiting Station

CV-Curriculum Vitae

DACH-Department of the Army Chaplain

DAT-Dental Admission Test

DC-Dental Corps

DCA-Direct Commissioning and Accessioning

DOD-Department of Defense

DODI-Department of Defense Instruction

DRASH-Deployable Rapid Assembly Shelter

DSSP-Dental School Stipend Program

ESS-Education Services Specialist

FERPA-Family Education Rights & Privacy Act

FST-Forward Surgical Team

FYGME-First Year of Graduate Medical Education

GME-Graduate Medical Education

GPA-Grade Point Average

HCR-HealthCare Recruiter

HPSP-F. Edward Herbert Armed Forces Health Professions Scholarship Program

HQ-Headquarters, U.S. Army Recruiting Command

HS-High School

ICW-In Accordance With

IRC-Interservice Recruiting Committee

JROTC-Junior Reserve Officer Training Corps

LRP-Loan Repayment Program

MC-Medical Corps

MCAT-Medical College Admission Test

MEB-Marketing Engagement Brigade

MEDCOM-Medical Command

MEPS-Military Entrance Processing Station

MGIB-Montgomery GI Bill

MMS-Medical Marketing Semi

MRB-Medical Recruiting Brigade

MRBn Medical Recruiting Battalion

MRS-Medical Recruiting Station

MS-Medical Service Corps

MSSP-Medical School Stipend Program

MTF-Medical Treatment Facility

NCLEX-RN-National Council Licensure Exam-Registered Nurse

OCCH-Office of the Chief of Chaplains

OIC-Officer in Charge

PMS-Professor of Military Science

RCMAT-Recruiting Company Medical Asset Trailer

Rctg Bn-Recruiting Battalion

Rctg Co-Recruiting Company

ROTC-Reserve Officer's Training Corps

RPI-Recruiting Publicity Item

SC-Station Commander

SME-Subject Matter Expert

SOC-Servicemen's Opportunity College

SP-Medical Specialist Corps

SRP-School Recruiting Program

STRAP-Specialized Training Assistance Program

SY-School Year

SZ-School Zone

TAIR-Total Army Involvement Recruiting

TA-Tuition Assistance

USAR-United States Army Reserve

USUHS-Uniformed Services University of the Health Sciences

VC-Veterinary Corps

Section II

Terms

Chaplain – an ordained member of the clergy from a Department of Defense recognized faith group, who has completed at least 72 semester hours of graduate-level education in theology, and provides religious support to Soldiers

Chaplain Candidate – a graduate-level theological student or graduate commissioned in the AR in the grade of second lieutenant, who is enrolled in an Army training program to prepare for the U.S. Army Chaplaincy

Faith Group – religious organizations that have been recognized by the Department of Defense

Future Chaplain – a chaplain candidate who is commissioned but still attending school or performing denominational requirements prior to attending the Chaplain Basic Officer Leadership Course.

Theological Seminary – A Theological seminary educates students for leadership roles in Christian ministry, such as

pastors, missionaries, church planters, counselors, and other avenues of services to the Church.

Divinity School – A divinity school is usually with a university. Like a law or medical schools, a divinity school is essentially a theological division within a larger university. Some are more focused on the academic study of religion and Christianity, preparing students to serve in academic, religious, non-sectarian settings, while others are more pastorally-focused.

A bachelor's degree is required for admission.

Bible College – Bible colleges were once very prevalent throughout the U.S., fewer exist today. Bible colleges provide undergraduate education, and usually require a high school education for admission. Some schools may teach biblical languages. Some Bible colleges are not accredited and not eligible for federal loans. However, there are exceptions.

Graduate Medical Education – education for those that have graduated from medical school (M.D. or D.O.) and spend from three to seven years in training at teaching hospitals

Match Day – automated, national process for pairing medical residents with residency programs

Matriculant – a person who has applied to begin at an U.S.-MD granting medical school in a specific academic year and enroll in that academic year

Section III Terms

This section has no entries.

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