



REPLY TO  
ATTENTION OF

DEPARTMENT OF THE ARMY  
RESERVE OFFICERS' TRAINING CORPS (ROTC)  
THE UNIVERSITY OF AKRON  
302 BUCHTEL COMMONS  
AKRON, OHIO 44325-6101

Military Science and Leadership

1 August 2018

MEMORANDUM FOR Record

SUBJECT: Administrative Activities Review, The University of Akron Army ROTC

1. This document provides a review of the ROTC program at The University of Akron. It articulates the services provided by the department and highlights the strengths, challenges and future plans. This memorandum is accompanied by a slide presentation (see attached).

2. **Basic Facts and Description of the Unit.** Higher Command's Mission: We partner with universities to recruit, educate, develop, and inspire Senior-ROTC Cadets in order to commission Officers of character for the Total Army; and partner with high schools to conduct Junior-ROTC in order to develop citizens of character for a lifetime of commitment and service to our nation.

a. **Mission:** Nested within the tenets of the above mission statement, the Military Science Department's mission is: The University of Akron, 42nd Ohio Volunteer Battalion, recruits, retains, develops and commissions quality officers of character to meet the annual needs of the Army.

b. **Goals.** Following are the goals for the department:

(1) Focus efforts on building a strong core group of Cadets by contracting high quality Scholars, Athletes and Leader (SAL) students through the Incoming Freshmen, and High School campaigns (Main Effort) and maintain them in the program through the Progression Campaign (Main Effort). The Lateral Entry and the Leader Training Course (LTC) campaigns (Supporting Effort) will augment the mission set by targeting high quality sophomores.

(2) Key tasks include retention through awarding of three year scholarships and high quality training, penetration into Markets of Opportunity, and working with OHARNG, USAREC and our university partners.

(3) Meet assigned Commission mission as determined by the US Army Cadet Command. Typically, this is 15 Cadets per year as Second Lieutenants in the US Army, two of which are nurses who will serve in the Active Army Nurse Corps.

(4) Disciplined and focused integration with the University's marketing and recruiting activities, to include social media and email marketing.

**c. Services.**

(1) The department also conducts **recruiting** operations to inspire incoming students to sign up for the introductory Military Science courses during their freshman and sophomore years. Additionally, the recruiting effort seeks high-prospect high school students, through recruiting visits to school guidance counselors and recruitment of National Scholarship winners to use their scholarships at The University of Akron - Priority 1.

(2) The ROTC department provides academic classes and **training** to freshmen up to senior level students fulfilling the Army ROTC Military Science curriculum, which leads to commissioning as officers in the US Army - Priority 2.

(3) The department also conducts academic advising to the ROTC students to ensure they remain on track (**retention**) to graduate on time and meet all graduation and DoD commissioning requirements - Priority 3.

(4) Prepares all human resource documentation for accession of Cadets into the US Army upon contracting and a commissioning – (Integral and ongoing).

**i. Critical Partners**

(a) UA College Advisors (for 1, 2 and 3 above)

(b) UA Recruiting and Marketing (for 1 and 3)

(c) UA Orientation and Admissions (for 1)

(d) UA Athletic Department (for 2 above. Physical fitness is a commissioning criteria)

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(e) UA Financial Aid and Scholarship Personnel (for 1 and 3)

(f) UA Bursar’s Office (for 2, 3 and 4)

(g) UA Military Services (as needed)

ii. **Customers and End-users.** Students enrolled in the Military Science Program. Parents and community influencers are tangentially and potentially customers.

iii. **Key Performance Analysis** (Table I).

Fall Semester	2011	2012	2013	2014	2015	2016	2017
MSL1	29	34	35	56	40	47	53
MSL2	15	13	29	20	27	24	21
MSL3	14	13	13	21	15	24	13
MSL4	15	18	10	12	16	13	23
MSL5	5	9	5	3	6	9	7
Total	78	87	92	112	104	117	117
% Chg from Prev Yr		112%	106%	122%	93%	113%	100%
Commiss	12	18	12	9	10	13	21

iv. **Brief Assessment.** The Military Science Department is just coming out of a time with minimal personnel manning. As of the academic year 2017-2018, we are now 100% manned and will be adding an additional authorization for a logistics coordinator this upcoming school year. We anticipate continued Army support to maintain the program’s manning and funding to meet the Army mission of commissioning highly qualified officers.

v. **Personnel** (see Figure 1). The department is manned by seven full time staff members according to the following functions:

(a) The Professor of Military Science (PMS - as officially titled by the US Army). The PMS serves as the Department Chairperson. The senior officer responsible for the supervision and mission accomplishment of a Cadet Command detachment consisting

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of 100-plus Cadets, three cadre, two DA civilians and a university employee, with a command operating budget of \$50k. Deals with the local and campus communities in areas pertaining to the U.S. Army. Additionally, responsible for Cadet contract and pay entitlements, budget and unit funds. Acts as the Detachment's test control officer and military affairs advisor to officers in the degree completion program. Primary unit retention officer, instructor and advisor to the MSL 400 and instructor for MSL 200. Performs other duties as required in support of the Cadet Command Mission. The current PMS is Major Trevor Liverpool.

(b) Assistant Professor of Military Science (APMS) and Leadership. Serves as Executive Officer and Military Science Instructor for MSL 100. Responsible for supporting the PMS' vision and strategies for commissioning the Army's future officer leadership. Provide purpose, direction and motivation for DA Civilians, contractors, and 100-plus Army ROTC Cadets. Support and advises five local JROTC programs. Advises University leadership on issues, resources, and budget shortages, policies, and procedures impacting the unit's commissioning mission and the school's objectives. The APMS is Captain Tim Rober.

(c) The Senior Military Science Instructor. Master Sergeant Joshua Kelley serves as the Senior Military Science Instructor (SMI) at the University of Akron Army ROTC program. He prepares Cadets to serve as Officers in the National Guard, Reserve, and Active Duty units; responsible for personnel management and processing of Cadets in accordance with the U.S. Army and ROTC regulations in preparation for commissioning as Army Officers. He is the primary instructor for all MSL 300 Cadets on campus and at the national Advanced Camp tactical training exercise.

(d) The Recruiting Operations Officer (ROO), Mr. Terry Michaels, is responsible for advising on the strategic direction and implementation for all recruiting and marketing. The ROO leads the recruiting effort to seek out high-prospect high school students, through recruiting visits to HS guidance counselors and recruitment of National Scholarship winners to use their scholarships at the University of Akron. He also conducts academic advising to the ROTC students to ensure they remain on track to graduate on time and meet all graduation and DoD commissioning requirements. Manages, reviews and pre-approves all scholarship disbursements.

(e) Administrative Assistant. Mrs. Tamra Dixon is the vital link between the university community and the Military Science Department. A university salaried employee, she is responsible for the sustainment of relationships and liaises with the

university registrar’s office, admissions, and financial aid departments. She researches, collects and interprets data pertaining to cadets’ academic performance and provides input in decision-making policies and practices. Maintains the department’s calendar of special events, and serves as the primary point of contact for events and interdepartmental meetings. Works in concert with the APMS to monitor the department’s budget and serves as liaison between the university’s budget manager and the department. Works in concert with the ROO to coordinate public relations and marketing activities.

(f) Program’s Human Resources Assistant (HRA). Serves as the point of contact and continuity for institutional and administrative functions. Develops relationships and maintains contact with the university registrar’s office, admissions, and financial aid. Assists Cadets with the process of filing Federal work compensation claims. Assist Cadets with the submission of forms to the US Department of Labor (DOL) for processing of claims and assists Cadets in the preparation of enrollment and contract documents for enrollment. Prepares packets for processing Medical Exams and Student Records. Reviews and verifies prospective cadet packets to determine program eligibility and waiver requirements. The HRA is Mr. Leslie Stroud.

vi. **Financials** (Table II – See Tables III-a and III-b attached).

	Account	Amount
<b>1 full time admin asst</b>		64,500
<b>Room+Board Incentive, 18 X CDT ROTC LLC</b>	203323	83,000
<b>Tuition Incentive</b>	200629	65,000
<b>Nurse Scholarship</b>	203322	30,000
<b>Discretionary Funds</b>	203321	26,500
<b>Ohio NG/USAR Stipend</b>	200631	28,000
<b>University Operating Funds</b>	203320	31,000
<b>TOTAL</b>		\$328,000

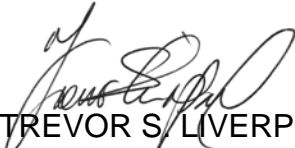
vii. See Figure 2 in presentation for department technology and facilities.

3. **Future Plans.**

a. **Potential Changes.** The US Army plans to keep Universities that meet their commissioning missions as host detachments. The University of Akron has remained as a viable ROTC detachment for the past 5 years. Our commissioning requirement is 15 Lieutenants per year or an average of 12 per year if alternate viability criteria are met. We have met the alternate viability criteria with an average of at least 12 each year. As you can see in the last two years, we have met our commissioning requirement. Based upon forecasted commissions for the next several years, we will also meet the commissioning requirements to remain a viable host program for the US Army.

b. **Trends.** There has been an overall decrease in cumulative GPA among freshmen and sophomores coming into the ROTC program. Our department fosters a community of mentorship and academic tutoring, between the senior class and the underclassmen to slow this trend.

4. POC is the undersigned at (330) 972-7959 or [tliverpool@uakron.edu](mailto:tliverpool@uakron.edu).



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