Tennessee Tech University

Department of Military Science Strategic Plan

Mission Statement

The Department of Military Science educates and trains students at Tennessee Tech University in order to produce leaders of character for service to our nation and the United States Army.

Vision Statement

The Department of Military Science, always remembering that cadets are students first and that graduation is the most important prerequisite for becoming an Army officer, will ensure that our cadets are properly trained and prepared to meet or exceed national averages for advanced summer training. More importantly, we will ensure that all of our graduating cadets are prepared to lead the soldiers of our Army. As the most visible representative of our military at the University, we will be the consistent leader in promoting professionalism and the values inherent to military service. We will mentor and train our cadets to selflessly serve the University, the community, and our nation, ultimately to commission the future officer leadership of the United States Army.

Department of Military Science Core Values

L oyalty: Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other soldiers.

D uty: Fulfill your obligations.

R espect: Treat people as they should be treated.

S elfless-Service: Put the welfare of the nation, the Army, and your subordinates before your own.

H onor: Live up to the Army values.

I ntegrity: Do what’s right, legally and morally.

P ersonal Courage: Face fear, danger, or adversity (Physical and Moral).

1. Program Outcomes:

The goals, objectives and assessment plans for the Military Science Department are outlined in the strategic plan below. Our program annually reviews its training and curriculum development in response to cadet feedback derived from attendance at national ROTC training events such as the Leader’s Training Course (LTC) and the Leader Development and Assessment Course (LDAC). Each cadet returns from these summer training events with a formalized evaluation report. This serves as our national assessment tool each year. Our success as a program is measured against this national standard and provides us with a benchmark assessment in relation to other Army ROTC programs throughout the country. Any deficiencies in cadet preparation are reflected in each new school year’s training plan. As an example and evidence of improvement based on the analysis of these results, improvements were made to weekly leadership laboratory training events, composition of field training each semester, and refinement of national ROTC curriculum to better support the needs of our cadets locally.

Furthermore, we also utilize student evaluations of our instructors as a mechanism to adjust instructor practices to meet the changing needs of our cadets. The results of these evaluations are provided each semester and included in the mentoring and counseling of each subordinate instructor. Cadets also assume leadership positions within our Corps of Cadets and provide extensive feedback to our cadre of instructors.

Department of Military Science Strategic Plan
Mission Statement

The Department of Military Science educates and trains students at Tennessee Tech University in order to commission officers for service to our nation and the United States Army.

Inherent in this mission are the following objectives:

1) Intellectual: To supplement the Tennessee Tech University's traditional education with the subjects of value to the student in civil or military pursuits; to teach each cadet to communicate effectively both orally and in writing; and to motivate cadets to become leaders throughout their lives.

2) Moral: To develop in each cadet a high sense of duty and the attributes of character inherent in leadership which emphasize integrity, discipline, and motivation to succeed in the profession of arms. Ethical leadership is the foundation upon which the service leadership development through the Army ROTC program rests.

3) Physical: To develop in each cadet the stamina and fitness essential to a physically demanding career as an Army Officer. Physical fitness is a way of life. Physical fitness improves individual performance through the reduction of stress and improved mental and physical well-being.

4) Military: To provide cadets with the broad-based military science and military leadership education required as a prerequisite of commissioning. The traditional purposes and ideals are to unite in closer relationship the military departments of American universities and colleges; to preserve and develop the essential qualities of good efficient officers; to prepare ourselves as educated men and women to take a more active part and have greater influence in military affairs of the communities in which we may reside; and above all to spread intelligent, accurate information concerning the military requirements of our country.

Goals, Critical Success Factors, Objectives
(Including Strategies and Assessments)

Goal 1. Access and Diversity: Become the ROTC program of choice in Tennessee for all students desiring a commission as a United States Army Officer.

Critical Success Factors

- Meet or exceed enrollment goals.
- Increase program retention rates.
- Pursue strategies to maintain a Corps demographic profile that promotes and reflects diversity.
- 100% graduation of cadets from the Leadership Development Advance Course (LDAC)
- 100% graduation of cadets from the Leadership Training Course (LTC)

Objectives:

Objective 1.1: Recruit quality cadets who fit the scholar, leader, athlete profile.

Strategies:

- Focus recruiting efforts on campus by specifically targeting those prospects that fit our scholar, leader, athlete profile.
- Continue targeted recruiting activities at feeder high school career days and college nights in the region.
- Target incoming freshmen that fit the scholar, leader, athlete profile. Educate the student and their parents on the leadership skills, which are the cornerstone of the ROTC program and the opportunities available as an Army officer.
- Educate all currently enrolled Veterans on their opportunities to return to active duty as an Army officer.
- Educate all currently enrolled Reserve Forces soldiers on the benefits of the Simultaneous Membership Program and continued service as an officer.
- Intensify nurse-recruiting efforts at the high school level and with in the university.
- Educate enrolled pre-nursing students on the benefits of serving as an Army nurse.

Assessments:

- Increase diversity to reflect our nations population across the officer corps
• Ensure the opportunity exists for active participation in our ROTC programs
• Number of awarded 4 Year, 3 Year Advanced Designee, 3 Year, and 2 Year ROTC scholarships
• Enrollment goals of 51 freshmen, 26 sophomores, 19 juniors, and 12 seniors.

**Objective 1.2: Coach, teach, and mentor cadets in an environment that challenges and motivates them to succeed.**

**Strategies:**
• Review course syllabi annually and incorporate the latest information on leadership, doctrine, and the Army mission.
• Conduct Field Training Exercises that are challenging, exciting, and which incorporate a variety of military equipment and facilities.
• Fill all available Cadet Summer Training allocations and ensure that each cadet is prepared to attend and graduate.
• Consistently counsel all enrolled cadets twice per semester. Focus on identifying potential problems before they get out of hand, providing suggestions to assist cadets in school and life, and mentoring each cadet on the future.
• Consistently counsel all contracted cadets twice per semester. Focus on maintaining an accurate Degree Plan (104-R), monitoring grades and providing suggestions to assist cadets in school and life, identifying conflicts or issues which are affecting the cadets’ performance in school or ROTC, and mentoring each cadet on the future.

**Assessments:**
• Retention rates for freshmen, sophomores, and juniors; commissioning rate for seniors.
• Fill rate for all available Cadet Summer Training allocations.
• Graduation rate for cadets attending Cadet Summer Training.

**Objective 1.3: Maintain a Corps of Cadets that is a reflection of and that respects all members of our society.**

**Strategies:**
• Incorporate Consideration of Others Training into each year of instruction.
• Encourage both Co-Ed and single gender Corps Intramural and Ranger Challenge teams.
• Develop programs that reach out to minority student populations to educate them on the benefits of Army ROTC and the opportunities available as an Army officer.

**Assessments:**
• A demographic profile that is a reflection of our society.
• Number of Co-Ed Intramural or Ranger Challenge teams.
• Number of racial or gender harassment/discrimination reports.

**Goal 2. Military Excellence: Attain recognition as one of the best ROTC programs in the nation.**

**Critical Success Factors**
• Increase Unit Performance Ranking of the Golden Eagle Battalion annually.
• Pass all Command Inspections.

**Objectives:**

**Objective 2.1: Develop and implement programs which increase the relative performance of the Golden Eagle Battalion compared to other ROTC programs in the nation.**

**Strategies:**
• Maintain and improve, through constant after-action reviews, all Recruiting Campaign Plans on an annual basis.
• Conduct weekly Staff Meetings to cross-level information between departmental
Counsel all cadets at least twice each semester to review performance, emphasize strengths, suggest methods to improve on weaknesses, and identify potential problems before they get out of hand.

Review Course syllabi annually and incorporate the latest information on leadership, doctrine, and the Army mission.

Conduct Field Training Exercises that are challenging, exciting, and which incorporate a variety of military equipment and facilities.

Assessments:
- Number of scholarships awarded.
- Enrollment goals.
- Retention rates.
- Level of success in assigned missions for commissioning, nurses, contracting, and Basic Camp.
- Graduation rate at all summer training activities.
- Cadet Command Unit Performance Ranking.

Objective 2.2: Maintain or improve current systems and Standard Operating Procedures to ensure that the Golden Eagle Battalion operates within all applicable University and Army policies and regulations.

Strategies:
- Conduct weekly Staff Meetings to cross-level information between departmental personnel.
- Conduct quarterly Budget meetings to review the status of accounts and established spending priorities.
- Conduct monthly 100% Sensitive Items inventories.
- Conduct monthly 10% inventories of all property.
- Maintain current Additional Duty Orders and Continuity Books for every commodity area and additional duty.
- Coordinate and lock in all instruction and training resources at least 6 weeks in advance.

Assessments:
- Level of budget committed/obligated 30 days before the end of the fiscal year.
- Number of gender harassment/discrimination reports.
- Accountability of unit property.
- Command Inspection results.
- Cadet Command Unit Performance Ranking.

Goal 3. Engagement: Build quality community connections on campus, in Cookeville, and throughout the Cumberland Plateau.

Critical Success Factors
- Involve local JROTC programs in unit training and ceremonial events.
- Conduct community service programs with the support of local service and veteran's organizations.
- Provide ceremonial support to local organizations and events.

Objective 3.1: Encourage local and regional students to strive for a college education.

Strategies:
• Educate High School Counselors on the leadership, professional, and fiscal benefits and opportunities of ROTC.
• Provide informational briefings to High School students on the leadership, professional, and fiscal benefits and opportunities of ROTC.
• Provide opportunities for High School students to experience both the college life and ROTC.
• Provide informational briefings to school age children on the importance of service to the nation.

Assessments:
• Enrollment goals.
• Number of visits and phone calls to local and regional High School counselors.
• Number of briefings to local and regional JROTC programs.
• Number of Shadow Days sponsored for local JROTC programs.
• Number of briefings to local Scouting organizations.

Objective 3.2: Become a leading community service organization.

Strategies:
• Conduct annual on-campus memorial/commemorative events to promote patriotism and service to the nation.
• Promote patriotic awareness in the community through community service projects.

Assessments:
• Number of Color Guards provided to University and local activities.
• Number of ROTC details provided at University Football games and other sporting events in support of TTU.
• Number of pints of blood donated throughout the school year with blood drives.
• Number of ROTC details provided in support of other community civic events.

Goal 4. Technology: Maximize the use of technology in all facets of the department’s mission.

Critical Success Factors
• Maintain the most current hardware and software possible.
• Provide cadets the most current technology and computing resources available.
• Faculty uses technology in all facets of the teaching process.
• Staff uses technology in all facets of the recruiting/retention/marketing process.

Objectives:

Objective 4.1: Insure staff and faculty have the most current hardware and software possible.

Strategies:
• Update the Department Automation Plan on an annual basis.
• Request Funds in support of the Automation Plan annually.

Assessments:
• Number of new staff and faculty systems with current software.
• Amount of current software available for all staff and faculty systems.
• The Department Automation Plan is current and lists the technical and software specifications of each system; additionally identifies the priority of replacement for each departmental system.

Objective 4.2: Insure students have access to the most current technology available.
Strategies:
- Upgrade student systems regularly.
- Provide each student access to the Cadet Staff computer systems.

Assessments:
- Number of new Cadet Staff systems with current software.
- Amount of current software available for all Cadet Staff systems.
- Level of Cadet access to and understanding of the rules for use of Cadet Staff computers.

**Objective 4.3: Incorporate technology in every aspect of Departmental instruction.**

Strategies:
- Increase and refine utilization of the Cadet Command Standard Curriculum.
- Use Blackboard as the primary instructional and communication tool for the Department.
- Plan for the use of the most current available military equipment in all field-training exercises.
- Insure that Classrooms are capable of accessing the Internet and TV Cable.

Assessments:
- Level of computer, video, or web based information used to enhance classroom instruction.
- On Line availability of all training calendars, syllabi, and required course materials.
- Amount of field training incorporating the most current military equipment and technology available.
- Number of Internet and Cable ready classrooms.

**Objective 4.4: Enhance the recruiting/retention/marketing process through the use of updated technology.**

Strategies:
- Maintain an updated Departmental Web Site that includes current information on all programs, benefits, training and career opportunities.
- Educate recruiting Centers of Influence (COI) via the Internet.
- Enhance recruiting/retention/marketing activities through the use of current technology.
- Provide links on the Departmental Web Site to all Cadet Command, Tennessee Tech, USAREC, and Center of Influence (COI) Web Sites.
- Create, maintain, and utilize a COI E-mail Directory and use it to periodically update/educate each COI on the benefits and opportunities available through ROTC.

Assessments:
- Number of COI contacts via e-mail.
- Number of hits on the Departmental Web Site per month.
- Number of referrals to USAREC per month.
- Number of computer and video presentations at recruiting, retention, and marketing activities.

**Goal 5. Partnerships: Enhance effectiveness through close and cooperative partnerships on campus and Tennessee.**

**Critical Success Factors**
- Maximize cooperative agreements and programs with all University recruiting and marketing organizations.
- Maximize cooperative agreements and programs with all local School Districts and
affiliated Junior ROTC programs.

- Maximize cooperative agreements with all local National Guard, Reserve, and U.S. Army Recruiting Command units.

**Objectives:**

**Objective 5.1: Educate all University recruiting and marketing organizations on the benefits and opportunities available through ROTC while closely coordinating Department recruiting and marketing activities in order to increase both University and Departmental reach and effectiveness.**

**Strategies:**

- Pursue a close relationship between the Vice President of Student Affairs, Research Services, Office of the Registrar, Office of Veteran's Affairs, the Athletic Department, each University College, the Honors College, the School of Nursing and this Department to insure that ROTC information is available and encouraged at all appropriate events.

**Assessments:**

- Number of activities conducted with the VP of Student Affairs, Research Services, Office of the Registrar, Office of Veteran's Affairs, the Athletic Department, each University College, the Honors College, and the School of Nursing.

**Objective 5.2: Educate all local High School Principals and Counselors on the benefits and opportunities available through ROTC, while closely coordinating Department recruiting, research, and marketing activities in order to increase awareness of the opportunities ROTC provides for a college education and service to the nation as an officer.**

**Strategies:**

- Pursue a close relationship with each local High School Principal and Counselor to insure they are aware of and promote the benefits and opportunities available through ROTC.

**Assessments:**

- Number of activities conducted with and informational updates provided to local High School Principals and Counselors.

**Objective 5.3: Work closely with all local JROTC programs to insure that every JROTC cadet is aware of the benefits and opportunities available through ROTC.**

**Strategies:**

- Provide opportunities for JROTC cadets to experience college life and Senior ROTC.

**Assessments:**

- Number of educational seminars provided to local and regional JROTC programs.
- Number of Shadow Days provided for local JROTC programs.

**Objective 5.4: Educate all enrolled Veterans, National Guard, Reserve, and U.S. Army Recruiting Command soldiers on the benefits and opportunities available through ROTC, while closely coordinating Department recruiting and marketing activities in order to increase awareness of the opportunities ROTC provides for a college education and service to the nation as an officer.**

**Strategies:**

- Pursue a close relationship with local Reserve and National Guard Units, the local Recruiting Company, and the Campus Office of Veteran's Affairs to insure they are aware of and promote the benefits and opportunities available through ROTC.

**Assessments:**

- Number of educational activities and informational updates provided to the Chain of Command for local Reserve and National Guard units.
- Number of joint activities with the local Recruiting Company.
- Number of informational updates provided to the Campus Office of Veteran's Affairs.
Goal 6. Tradition and Pride: Strengthen current traditions and increase pride in our military and our university within the community.

Critical Success Factors

- Foster patriotism and pride in Military Service and Tradition both on campus and in the community.
- Enhance the national reputation of Tennessee Tech and the Tennessee Tech ROTC program.

Objectives:

Objective 7.1: Promote and enhance the image and reputation of Tennessee Tech University and Army ROTC on campus.

Strategies:

- Plan and conduct traditional ROTC ceremonial events with the support of the university.
- Work closely with the University to provide ROTC support to appropriate University activities.
- Work closely with the Athletic Department to coordinate ROTC support at appropriate athletic events.
- Publicize ROTC activities on campus.

Assessments:

- Document the annual execution of all traditional ceremonial events and evaluate ways to enhance subsequent years activities.
- Document and evaluate departmental participation in activities relating to University events.
- Document and evaluate departmental support to the Athletic Department.
- Document and evaluate media coverage of all major departmental activities on campus.

Objective 7.2: Promote and enhance the image and reputation of Tennessee Tech University and the military within the community.

Strategies:

- Publicize ROTC activities locally and nationally.
- Document and evaluate annually the impact of educational and ceremonial support provided to the community.

Assessments:

- Number of local TV and print news reports each semester on Cadet activities or accomplishments.
- Number of Hometown News Releases submitted on Cadet accomplishments.

Objective 7.3: Develop and implement programs which increase the relative performance of the Golden Eagle Battalion compared to other ROTC programs in the nation.

Strategies:

- Maintain and improve through constant after-action reviews all Recruiting Campaign on an annual basis.
- Conduct weekly Staff Meetings to cross-level information between departmental personnel.
- Counsel all cadets at least twice each semester to review performance, emphasize strengths, suggest methods to improve on weaknesses, and identify potential problems before they get out of hand.
- Conduct bi-weekly Recruiting/Retention meetings.
- Review Course syllabi annually and incorporate the latest information on leadership, doctrine, and the Army mission.
• Conduct Field Training Exercises that are challenging, exciting, and which incorporate a variety of military equipment and facilities.

Assessments:
• Number of awarded scholarships.
• Enrollment goals.
• Retention rates.
• Level of mission success.
• Graduation rate at all summer training events.
• Cadet Command Unit Performance Ranking.

Goal 8. Institutional Advancement: Increase scholarship awards and opportunities while maintaining complete accountability.

Critical Success Factors
• Increase total number of national scholarship awards annually.
• Increase level of alumni financial support annually.

Objectives:

Objective 8.1: Increase awareness of the benefits and opportunities available through Army ROTC Scholarships.

Strategies:
• Continue intensified recruiting activities at high school career days and college nights in the region.
• Target incoming freshmen that fit the scholar, leader, athlete profile. Educate the student and their parents on the leadership skills, which are the cornerstone of the ROTC program and the opportunities available through Army ROTC Scholarships.
• Intensify nurse-recruiting efforts at the high school level and within the university.
• Educate enrolled pre-nursing students on the benefits of serving as an Army nurse.
• Demonstrate to Cadet Command, through 100% utilization of scholarships, the need for increasing the numbers of available ROTC scholarships every year.

Assessments:
• Number of 4 Year Scholarship applications.
• Number of Campus Based Scholarship applications.

Objective 8.2: Be proactive in maintaining communications with all alumni and encouraging their support of our ROTC program.

Strategies:
• Maintain and constantly update the Golden Eagle Battalion Alumni roster.
• Educate alumni on the status of the ROTC program and the accomplishments of both current cadets and past graduates.
• Plan and conduct special events for alumni of the Red Raider Battalion.
• Actively solicit the support of alumni of the Golden Eagle Battalion.
• Publish the Golden Eagle Battalion Newsletter in October, January, and May.
• Maintain an Alumni Updates section on the Golden Eagle Battalion Web Site.

Assessments:
• Number of alumni who serve as guest speakers/presenters throughout the academic year.
• Membership in the Golden Eagle Battalion Alumni Association.
Objective 8.3: Maintain accurate records of all scholarship awards and funds.

Strategies:

• Provide the University a complete listing of ROTC scholarship expenditures.
• Review cadet scholarship and stipend pay roles monthly.
• Maintain a complete ledger of ROTC scholarship expenditures and provide that data to the University administration as required.

Assessments:

• Error rate on monthly cadet scholarship and pay roles.

Learning Outcomes:

• Tennessee Tech University Army ROTC students learn specific skills that start a lifetime of professional military education. The ROTC curriculum is the initial step in the officer education process.
• Assessment method: Each student is evaluated along with cadets nationwide at National Advanced Leadership Camp at Fort Lewis, WA. This is a standardized evaluation of the cadets learning.
• Assessment results: Tennessee Tech University ROTC cadets maintain the highest level of proficiency with 100% pass rate for over 10 years.

2. Students provide leadership excellence in assignments in the U.S. Army throughout the world and Tennessee Tech University ROTC has produced six flag officers, as well as many others attaining the rank of colonel.

Educational Standards

The Department of Military Science is in compliance with this standard. All courses have been approved by the Department of the Army and can be seen at http://rotc.blackboard.com. All courses are consistent with the learning outcomes for the undergraduate programs that use them. Specific learning outcome objectives for our undergraduate and graduate programs can be seen at http://rotc.blackboard.com. A username and password are needed to get on blackboard. Please call (931) 372-3574 for assistance.