Assessment Report Standard Format
July 1, 2008 - June 30, 2009

PROGRAM(S) ASSESSED Wright State University ARMY ROTC

ASSESSMENT COORDINATOR Lieutenant Colonel Rod Williams

YEAR ___1___ of a ___1___ YEAR CYCLE

1. ASSESSMENT MEASURES EMPLOYED

a. What was done?

The overall mission of the Wright State Army ROTC program is to recruit, retain, and educate qualified cadets—focused on scholars, athletes, and leaders—for commissioning in the Active, Reserve and National Guard components of the United States Army to provide selfless service to the nation and community. We have identified four core objectives for assessment: (1) **Make Commissioning Mission**, (2) **Develop Warrior Leaders**, (3) **Take Care of People**, and (4) **Maximize Organization Efficiency**. Each objective is broken down into subcategories which are measured utilizing a Green, Amber, and Red target range that defines success and the magnitude of improvement required.

b. Briefly describe the assessment measures employed during the year.

**Make Commissioning Mission**

Measure 1. Review the Recruiting Enrollment Action Plan (REAP), adjust in accordance with the Lead Source Analysis (LSA), execute Scholar Athlete Leader targeted marketing and recruiting

- **Green** = Once a month or more, review monthly, generate new prospects monthly,
- **Amber** = Once every three months, review quarterly, generate new prospects monthly,
- **Red** = Once every six months, review quarterly; do not generate new prospects monthly

Measure 2. Make Line Mission (National Guard / United States Army Reserves / Active Duty Target)

- **Green** = 100% Green on Battalion Cadet Forecast System (BCFS),
- **Amber** = 90% Green = 10% Amber on BCFS,
- **Red** = <90% Green >10% Amber on BCFS

Measure 3. Make Nursing Mission

- **Green** = 100% Green on Battalion Cadet Forecast System (BCFS),
- **Amber** = 90% Green = 10% Amber on BCFS,
- **Red** = <90% Green >10% Amber on BCFS

Measure 4. Make Contract Mission

- **Green** = 100% Green on Battalion Cadet Forecast System (BCFS),
- **Amber** = 90% Green = 10% Amber on BCFS,
- **Red** = <90% Green >10% Amber on BCFS

Measure 5. Make Leadership Training Course (LTC) Mission

- **Green** = 100% Leaders Training Course (LTC) slots filled, complete, contracted,
- **Amber** = 100% LTC slots filled, completed,
- **Red** = Slots not filled

Measure 6. Make Gender Goal
Measure 7. Make Ethnicity Goal
Green = 100% of all ethnic goals per Shaping the Cohort (STC) goals, Amber = > 80% all ethnic goals per Shaping the Cohort (STC) goals, Red = < 80% all ethnic goals per Shaping the Cohort (STC) goals

Measure 8. Attain Academic Discipline Measure / Demographic Goals
Green = 100% of all Academic Discipline Measure goals per Shaping the Cohort (STC) goals, Amber = > 80% all Academic Discipline Measure goals per Shaping the Cohort (STC) goals, Red = < 80% all Academic Discipline Measure goals per Shaping the Cohort (STC) goals

Measure 9. Make quality contacts with non-scholarship winners
Green = >20% of rejected scholarship applicants enrolled, Amber = >15% of rejected scholarship applicants enrolled, Red = >5% of rejected scholarship applicants enrolled

Measure 10. Actively recruit prospects from the National Referral List
Green = Download monthly, actively recruit prospects from the list, Amber = Download bi-monthly, actively recruit prospects from the list, Red = Download quarterly and/or do not actively recruit prospects from the list

Measure 11. Identify, develop and enhance relationship with quality Junior ROTC Organizations
Green = Conducted all required visits and inspections, Amber = Conducted > 75% of required visits and inspections, Red = Conducted < 75% of required visits and inspections

Measure 12. Retain adequate number of cadets entering program through completion to enable the Battalion to address attrition and meet mission requirements
Green = MS II to III 70%, Amber = MS II to III 60%, Red = MS II to III 50%

Measure 13. Establish/maintain good relationship with National Guard and United States Army Reserves
Green = Weekly contact with at least one NG/USAR in geographic area, Amber = Monthly contact with at least one NG/USAR in geographic area, Red = Quarterly contact with at least one NG/USAR in geographic area

Measure 14. Establish relationship with local media
Green = One major media event coverage per semester/quarter, Amber = One major media event coverage per year, Red = No major media events

Measure 15. Establish relationship with local support organizations (LSO)
Green = Monthly contact with at least one LSO, Amber = Quarterly contact with at least one LSO, Red = Semi-annual contact with at least one LSO

Measure 16. Establish relationships with on-campus Centers of Influence (COI)
Green = Monthly contact with at least one COI, Amber = Quarterly contact with at least one COI, Red = Semi-annual contact with at least one COI

Measure 17. Man cadre and staff at 100% of Table of Distribution and Allowances (TDA)
Develop Warrior Leaders

Measure 1. Recognize ROTC Curricula
Green = University credit given for MSL classes and for summer training, Amber = University credit given for MSL classes, Red = No university credit given for MSL classes

Measure 2. Complete Combat Water Survival Training
Green = All MS III's completed before LDAC, Amber = 90% of MS III's complete, Red = <90% of MS III's

Measure 3. Complete Swim Test
Green = All MS III's completed before LDAC, Amber = 90% of MS III's complete, Red = <90% of MS III's

Measure 4. Implement the Battalion Mentorship program
Green = Mentors meet weekly with Mentees, Amber = Mentors meet with 90% of Mentees weekly, Red = Mentors meet with <90% of Mentees weekly

Measure 5. All qualified and deserving cadets have an Army experience beyond Leadership Development Assessment Course at least once during their cadet career
Green = >90% of qualified and deserving cadets have an Army experience at least once during their cadet career, Amber = 75 - 90% of qualified and deserving cadets have an Army experience at least once during their cadet career, Red = <75% of qualified and deserving cadets have an Army experience at least once during their cadet career

Measure 6. Improve quality of MS III cadets sent to Warrior Forge
Green = All MSIII participated in 1 marksmanship range, 1 land navigation course and had a garrison and a field leadership opportunity, Amber = 80% of MSIII participated in 1 marksmanship range, 1 land navigation course and had a garrison and a field leadership opportunity, Red = <80% of MSIII participated in 1 marksmanship range, 1 land navigation course and had a garrison and a field leadership opportunity

Measure 7. Improve Leadership Development Assessment Course performance of MS III cadet in Army Physical Fitness Test (APFT)
Green = APFT average higher than Cadet Command (CC) average, Amber = APFT Average within 10 points of CC average, Red = APFT Average more than 10 points below CC average

Measure 8. Improve Leadership Development Assessment Course performance of MS III cadet in Land Navigation
Green = Average Land Navigation score higher than Cadet Command average, Amber = Average Land Nave score within 2 points of Cadet Command average, Red = Average Land Nave score lower than 2 points of Cadet Command average

Measure 9. Improve Leadership Development Assessment Course performance of MS III cadet in Basic Rifle Marksmanship
Green = Basic Rifle Marksmanship (BRM) Average greater than CC average, Amber = BRM average within 2 points of CC average, Red = BRM average lower than 2 points of CC average
Measure 10. Improve Leadership Development Assessment Course performance of MS III cadet in Leadership Evaluations  
Green = Percentage of cadets evaluated as E or Best Qualified higher than CC average, Amber = Percentage of cadets evaluated as E or Best Qualified not higher than CC average; none rated N or Qualified, Red = Percentage of cadets evaluated as E or Best Qualified not higher than CC average; one or more rated N or Qualified

Measure 11. Demonstrate leadership abilities by executing leadership and staff positions in the Cadet Chain of Command  
Green = All MSIII/MSIV cadets evaluated in leadership positions, Amber = 90% of MSIII/IV cadets evaluated in leadership positions, Red = 80% of MSIII/IV cadets evaluated in leadership positions

Measure 12. Cadre-course certification & recertification as required  
Green = 100% Certification of all cadre within 6 months of arrival, Amber = >95% Certification of all cadre within 6 months of arrival, Red = <95% Certification of all cadre within 6 months of arrival

Measure 13. Cadets learn how to behave and respond socially while learning the customs and manners associated with the military profession and the Officer Corps. Additionally, they learn the details of military protocol through ceremonies and events.  
Green = 100% basic course enrolled cadet participation in at least one military ceremony or event, Amber = 75% basic course enrolled cadet participation in at least one military ceremony or event, Red = 50% or less basic course enrolled cadet participation in at least one military ceremony or event

Measure 14. Cadre mentor cadets through performance and personal counseling  
Green = 1 counseling session per quarter between cadre and cadets, Amber = 1 counseling session per school year between cadre and cadets, Red = No Counseling sessions

Measure 15. Cadet Academic Success/ Self Development  
Green = 95% of cadets pass all of their university courses, Amber = 85% of cadets pass all of their university courses, Red = 75% of cadets pass all of their university courses

Measure 16. Expand professional and personal exposure  
Green = At least 2 opportunities for personal growth through guest speakers, presentations, etc per semester/quarter, Amber = At least 1 opportunity for personal growth through guest speakers, presentations, etc per quarter, Red = 0 opportunities for personal growth through guest speakers, presentations, etc per semester/quarter

Measure 17. Establish an active ROTC Alumni  
Green = Active alumni society which provides help to cadets, provide support to military and social functions, provides monetary support in form of scholarships and sponsorships, Amber = 2 out of 3 above, Red = 1 out of 3 above

Measure 18. Quarterly functions scheduled on battalion training schedule for cadre social events  
Green = Each person participates in one community/civic activity per school year, Amber = Events planned but not executed, Red = Events neither planned or executed
Measure 19. Fitness facilities adequate to support unit fitness training.
Green = Assess on campus facilities annually: Facilities are available and support all year use, Amber = Assess on campus facilities annually: Facilities are unavailable, are not adequate and do not support all year use with minor effect, Red = Assess on campus facilities annually: Facilities are unavailable, are not adequate and do not support all year use with major effect

Measure 20. Nurse Summer Training Program
Green = School gives credit, Amber = School considering credit, Red = School does not give credit

Measure 21. Training facilities adequate to support unit training.
Green = Assess on campus facilities annually: Facilities are available and support all year use, Amber = Assess on campus facilities annually: Facilities are unavailable, are not adequate and do not support all year use with minor effect, Red = Assess on campus facilities annually: Facilities are unavailable, are not adequate and do not support all year use with major effect

Taking Care of People

Measure 1. Conduct a quality of life survey annually to build information and priorities for program targets & initiatives
Green = 100% of cadre family members and unit members given the opportunity to complete annual survey, Amber = < 100% of cadre family members and unit members given the opportunity to complete annual survey, Red = Survey not conducted

Measure 2 Integrate a standard Army Family Team Building (AFTB) curriculum into the (MS IV) curriculum.
Green = Annually teach cadets curriculum base on Well Being programs, Amber = Tools and curriculum fully developed, briefings and classes planned but not executed, Red = Training not conducted and tools not developed

Measure 3. Formal and/or Informal Cadre social activities quarterly
Green = Social or cultural activities for cadre executed quarterly, Amber = Activities planned and sourced but not executed, Red = Activities not executed quarterly

Measure 4. Army ROTC program supports the Army Sponsorship Program
Green = Unit initiates actions within first 72 Hours of notification (IAW published AR), Amber = Unit initiates actions within first 96 Hours of notification (IAW published AR), Red = Unit fails to initiate actions within first 96 Hours of notification (IAW published AR)

Measure 5. Leaders use appropriate awards to reward performance and inspire service (both military and civilian).
Green = Leaders review command and DA policies annually. Leaders submit awards within the prescribed timelines. Leaders follow Bed & DA policy, Amber = Leaders fail to meet published timelines for awards recommendations, Red = Leaders do not follow DA policies and/or do not submit awards on unit personnel

Measure 6. Identify university unique sources of funding to support initiatives (e.g. professional development funds)
Green = Sources Identified, formal requests and support gained, Amber = Sources Identified, formal requests and support gained with minor exception, Red = Sources not Identified, and no support gained

Measure 7. Implement an integrated battalion social roster and update quarterly.
Green = Implement an Integrated battalion social roster, update quarterly, Amber = Implement an Integrated battalion social roster, but updated < quarterly, Red = Not implemented

Measure 8. Yearly briefing to all members.
Green = 100% of briefings completed, Amber = < 100% of briefings completed, Red = Did Not Complete Briefing

Measure 9. Annual Safety inspections conducted by unit safety officer
Green = Annual Safety Inspection Conducted and Recorded, Amber = Inspection planned and SOP in place but not executed, Red = Inspection not planned

Measure 10. Safety certification
Green = 100% Certification of all cadre within 6 months of arrival, Amber = >95% Certification of all Cadre within 6 months of arrival, Red = <90% Certification of all Cadre within 6 months of arrival

Measure 11. Combat Life-saver Certification
Green = 2 or more cadre certified within the last 12 months, Amber = 1 or more cadre certified within the last 12 months, Red = No cadre certified within the last 12 months

Measure 12. Collateral Duty Safety Officer Certification
Green = PMS, SMI and Safety Officer//NCO certified IAW CC policy, Amber = Two of those three cadre certified IAW CC policy, Red = One or fewer of those cadre certified IAW CC policy

Measure 13. Range Certification
Green = Cadre range certified (IAW local policy), Red = Cadre not range certified (IAW local policy)

Measure 14. Rappel Certification
Green = 1 Rappel Master on cadre staff, Amber = 1 Rappel Master in available vicinity for training, Red = No Rappel Masters available for training

Measure 15. Risk Assessments
Green = 100% of risk assessments completed on time, Amber = 90% of risk assessments completed on time, Red = 80% of risk assessments completed on time

Measure 16. Office and workspace environment maintained to comparable university standard
Green = Floor space, phone, computer, physical environment (paint, type walls, etc), personnel per office meets university standard, Amber = Meets university standard with minor exceptions, Red = Grossly violates university standards

Measure 17. Logistical and administrative support is adequate and comparable to the university standard
Green = Support is adequate and comparable, Amber = Support is adequate and comparable with minor exceptions, Red = Support is not adequate

Measure 18. Identify and ensure issues are addressed at Cadet Command level to resource soldiers well being at remote sites the same as at Army posts, (e.g. Childcare, gym, medical costs). Provide information to the chain of command on the success of the leased housing initiative
Green = Soldier support is comparable to Army Post support, Amber = Soldier support is comparable to Army Post support with minor exceptions, Red = Soldier support is not adequate

Measure 19. Conduct annual AFTB training for AFTB coordinator
Green = AFTB Coordinator resourced for annual training, Amber = AFTB Coordinator resourced for training but not certification, Red = AFTB Coordinator not sourced for training or certification

Measure 20. Conduct annual AFTB / FSG (Family Support Group) Training for MS IVs / Significant others
Green = Officer Professional Development and Hail Farewell Training Resourced, Amber = OPD for MS IVs only resourced, Red = Event not resourced

Measure 21. Conduct annual FSG event / training
Green = Event is resourced for family members and the Cadre, Amber = Event is resourced for cadre members only, Red = Event is not resourced

**Maximize Organization Efficiency**

Measure 1. Establish Battalion Standard Operating Procedures
Green = SOP's reviewed for necessary updates monthly, Amber = SOP's reviewed for necessary updates quarterly, Red = SOP's reviewed for necessary updates yearly

Measure 2. Conduct Surveys
Green = All classes of cadets surveyed yearly, Amber = MSI cadets surveyed upon entering the program, Red = No cadets surveyed in a given year

Measure 3. Provide adequate vehicles to support movement of cadets
Green = Two 15 passenger vans and a trailer available for battalion use, Amber = Either less than two 15 passenger vans or no trailer a 90% of all funds in all budget lines available for battalion use, Red = Fewer than 2 15 passenger vans and no trailer available for battalion use

Measure 4. Plan and execute the budget, Program Budget Action Committee, hold quarterly budget reviews
Green = 90% of all funds in all budget lines, Amber = 80% of all funds in all budget lines, Red = 70% of all funds in all budget lines

Measure 5. Implement and manage key information and actions
Green = All suspense’s met and the Chain of Command is informed, Amber = Procedures in place, 90% efficiency, Red = Procedures not in place and > 90% efficiency

Measure 6. Maintain Battalion Web site
Green = Procedures in place and > 90% efficiency, Red = Bn has not established a website

Measure 7. Quarterly publish the Battalion event calendar
Green = Posted and updated Monthly, Amber = Posted and updated Quarterly, Red = Not developed and not implemented

Measure 8. Execute a quarterly Battalion Newsletter for the Cadets
Green = Quarterly newsletter at Battalion Level, Red = Not implemented

Measure 9. Implement the Standards of the Family/Team Building and incorporate as an inspectable area under Command Inspection Program
Green = Unit achieves a Satisfactory in all inspected areas, Amber = Inspection findings reveal only minor discrepancies, Red = Unit fails one or more inspectable areas or training not conducted or scheduled

2. ASSESSMENT FINDINGS

List the outcomes assessed during the year, and briefly describe the findings for each.

The measures identified for each objective are assessed quarterly, and then an overall assessment of each measure is given once a year. These assessments resulted in the following outcomes for each measure compared against each respective objective:

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<th>Measure</th>
<th>Make Commissioning Mission</th>
<th>Develop Warrior Leaders</th>
<th>Take Care of People</th>
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3. PROGRAM IMPROVEMENTS

The following actions are being implemented to improve the Amber and Red assessments for each measure:

**Make Commissioning Mission**

Measure 5. Request additional seats for LTC and emphasize quality recruitment to fill these seats.

**Develop Warrior Leaders**

Measure 1. Develop standard curriculum descriptions for Military Science and Leadership classes, LDAC, and LTC.

Measure 2. Identify weak swimmers early and schedule training.

Measure 3. Identify weak swimmers early and schedule training.

Measure 4. Progression cadets complete by end of MS II year; lateral entry by MS III

Measure 8. Continue to teach the basic fundamentals of Land Navigation in the classroom and on the actual course

Measure 15. Continue to emphasize the Cadet Mentorship Program and provide individual counseling on a monthly basis

Measure 17. Establish an active battalion alumni society on campus and throughout the community

**Take Care of People**

Measure 19. Send our internal AFTB Coordinator to a recertification course throughout the school year.

Measure 20. Include fiancées and spouses of cadre and cadets.

Measure 21. Gather resources beginning 60 days out. Document outcomes of the event.

**Maximize Organization Efficiency**

Measure 1. Develop a cadet handbook tailored to our individual program. This handbook will provide cadets with the different SOP’s that pertains to the program here at WSU.

Measure 5. Utilize various databases, conduct cadet surveys, manage evaluation program more effectively, and reward staff members with awards.

Measure 9. Develop tools and programs (SOPs, policy letters, etc.) to support the formal program.
Conduct an annual self-inspection of the battalion to ensure compliance.

Ensure that we have a qualified AFTB staff member on orders.

4. ASSESSMENT PLAN COMPLIANCE
No deviation from plan.

5. NEW ASSESSMENT DEVELOPMENTS
Continue to refine the assessment measures that we currently have in place and continue to build on our existing assessment tools.