

From: Military Relations Employee
Sent: Tuesday, January 6, 2009 6:47 PM (GMT)
To: VP-Strategy
Subject: Military Training
Attach: AAA Combined Military Training.doc

VP-Strategy,

I have some basic talking points about reaching out to ESO's and veterans. I had two training pieces and have combined them for ease of use. The UPD and MyPath needs to be spelled out more in this training as well as some ESO scripts need to be included, as Brian had mentioned, but this gives a basic overview.

I ask that you do not send this to the field until we determine what areas need more attention.

Please give me a call when you get a chance so I can get an idea of what direction you want me to go with this.



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Military Training

So you have a basic understanding of military enrollment. The next step is to find opportunities to reach out to the service members. If they all walked around in their uniforms this would be an easy task, but what about the veterans who wear the uniform just once a month? What about the former service members that no longer wear the uniform but have prior service and are eligible for a substantially reduced rate of tuition? Finding these service members is actually easier than you think; you just need to know where to look. To start your search you may want to look in the obvious locations where service members would be easy to identify such as; recruiting stations, veteran hospital, and Veterans Service Organizations (VSO). These locations are plentiful and easier to specifically target servicemembers by the sheer nature of their mission.

Recruiting Stations

An additional lead producing opportunity can be found at the various military recruiting stations throughout your state. The opportunities at the military recruiting stations are two-fold.

1. An opportunity to get leads from the recruiters themselves, as well as hometown recruiters.
2. An opportunity to reach out to potential students involved in the Delayed Entry Program (DEP).

The recruiters are usually very accepting of having Schools come in and talk with the other recruiters, try to speak with the station commander or the highest ranking enlisted member at the station to set up these events. There is typically more than one branch of armed forces in each station so see if you can combine forces for a single lunch and learn meeting. If you can not; refer to the previous meeting that had with other branches to warm the handle in setting up events with the other branches.

Hometown recruiters are those that are on a temporary assignment at the recruiting station nearest their home. These are special case recruiters, but are still an excellent opportunity to include them in the Kaplan presentations.

Working with the DEP program is more of a branding and relationship building type of event. The DEP program is for civilians that have signed up but have not gone in the military yet for various reasons. Typically they do not have the benefits in place to use TA or GI Bill but they are a first touch for you. When they do complete their training they may be looking for a place to go to school and Kaplan may be the first that comes to their minds.

Recruiters appreciate you talking with the DEP civilians because it gets the DEP participants thinking about the GI Bill and the money they will have available for

education once they complete their training. This helps motivate the civilians to ensure that they do go through with their enlistment and not back out.

Veterans Hospitals

Veterans' hospitals are another place that you can expect to find veterans. Veterans, when leaving active duty are provided information about registering with the Veterans Administration (VA), which provides low cost health care opportunities to former service members.

You can find a local VA health care facility by following the link provided and choosing a state in your territory. The location and telephone number of the facility is provided.

<http://www2.va.gov/directory/guide/home.asp?isFlash=1>

Educational Coordinators at Veterans Hospitals traditionally have at least one education fair each year. In addition many of the facilities allow schools to come on site and set up in a common area, such as a lunch room, and provide information tables. You can expect to see not only veterans but also family members of veterans, and hospital staff that will come to your table for information.

Other options at the veteran hospitals include; setting up lunch and learn or information sessions for departments within the facility itself. You can identify the decision makers who will allow you this opportunity by asking the right questions at the table of staff members that stop by for information.

Veteran Service Organizations

VSO's are organizations that were formed to provide services to prior military members, in some cases both active and veterans are specifically targeted.

A good reference for finding VSO's in your territory is found on the Veterans Administration web site.

<http://www1.va.gov/VSO/>

This web-site lists numerous VSO's and usually provides the main web site for the organization and contact numbers. Kaplan University currently has an alliance with one of the VSO's, AMVETS, and the AMVETS organization has communicated their willingness for education liaisons to attend state and territory meetings.

A word of caution in targeting VSO's; make sure that the target audience makes sense. If you decided to reach out to the Pearl Harbor Survivors Association chances are that they

might not be the best target audience to discuss going back to school. Although you may have some trial and error associated with targeting VSO's it may be very worth your while since their audience is traditionally former service members.

Additional Locations to Find Veterans

Recruiting stations, veterans' hospitals and VSO's are not the only place to find veterans that want to go back to school but they are some obvious starting points, in which, service members would be found because of the nature of these organizations offerings.

Additional locations to find veterans include: government contractors, community colleges near military installations, paramilitary employers, state employment commission offices, corporations located near military installations, credit unions located near military installations, job fairs near military installations, retail stores located near military installations, Wounded Warrior Programs located within your state, Moral, and Welfare, Recreation (MWR) events.

Military Contractors

Military contractors are good location to find veterans' because veterans' are often sought after because of their experience with military operations and/or technology. An added bonus to seeking veterans' in a corporate setting like military contractors is that not only are the veterans potentially able to use their GI Bill benefits, if eligible, but they may also have additional educational dollars offered through tuition assistance from their current employer.

A listing of some of the most popular military contractors is provided in the link below:

<http://www.fas.org/man/company/top.htm>

Community Colleges

When service members leave the military they often start their educational at the community college level. Some start at the community college because they have not been exposed to online learning, or even know that their additional options for them. Another reason the service members often start with a community college is that the MGIB pays directly to them for education. This means that if there is a difference between the cost of the school and the MGIB payment the servicemembers get to keep the difference. Because of the low cost of most community colleges this can be most advantageous for the servicemember to enroll in a community college.

Check with your local community college and find out about transfer fairs. Most community colleges have transfer fairs one to two times a year. This is a good opportunity to showcase Kaplan University to graduating sophomores that need to find

another educational institution to pursue their Bachelors degree, once they have receive their Associates degree.

Para-military employer

Para-military organizations such as the police, sheriffs, game wardens, TSA, FBI, and private security tend to attract and provide preferential hiring practices for servicemembers. These employers often attend base military job fairs on a regular basis so servicemembers are aware of these employers hiring practices and opportunities.

State Employment Commission (SEC)

State employment commissions are a great resource for finding veterans. Their main objective is to train and provide resources for individuals looking for employment. Often times the SEC has a specific department, or individuals, that focus strictly on veterans. The SEC may also hold free job fairs specifically for veterans. The veteran's job fairs are usually free to schools and are most often held around or during military holidays such as: Veterans Day, Memorial Day, and Armed Forces Day.

Contact your local SEC and ask about opportunities in your area. They may allow you to provide collateral material for the job seekers in an area assigned for educational opportunities. They may also allow you to come onsite and hold information sessions. The SEC has their own marketing venues and can provide marketing support announcing your information session in various ways including emails, public access television, and the internet.

Employers near Military Instillations

When a servicemember leaves the military they go through a transition class. This class exposes them to local employers that are looking for employees to fill vacancies. With that in mind, often servicemembers will take positions in the local area near the military instillations in which they are stationed. Another opportunity within employers near the military bases is targeting spouses of active military. Spouses of active military members often find jobs to help support their family and tend to stay close to the military bases for obvious logistical reasons.

Credit Unions near Military Instillations

You will often find credit unions located near the military instillations with the same name as the instillation. These credit unions are specifically targeting military personnel to use their services. It is possible to create a relationship with the credit union, in which, Kaplan University may be listed on the credit unions web-site, Kaplan inserts may be put into monthly statements, or information tables may be set up outside of the credit union. Check with the branch manager to determine how they would like to proceed in creating a partnership, providing your own options as to the extent of the relationship.

Job Fairs Located near Military Installations

There are companies who have made it their business to set up job fairs and invite potential job seekers and employers. Traditionally, these events cost money so attend one as a job seeker and find out if it is worth the investment in purchasing table space. Take a look at the web-site for the job fair ahead of time and see which companies will be in attendance. If you see mostly retail, or insurance and financial planning this probably would not be the job fair to sponsor. If you see large companies and military contractors this is a good indication that the job fair might be one to attend and then sponsor. To find these job fairs just check out the internet and search for "military job fairs" or "job fairs" and the installation name that is in your territory.

Malls Located near the Military Installation

Most military facilities have a military department store on base like a PX, BX, or a Navy Exchange. These military stores usually have great prices because of the volume of merchandise purchased and the servicemembers usually pay no tax on their purchases. That being said these stores do not specialize in any one area so most servicemembers go to the local mall for specialty stores in which to do their targeted shopping. Malls are usually very accommodating in allowing other businesses to have space located within the mall for a couple of days. Malls are a great way to see a large group of people in a short amount of time but having space within a mall may be pricey so check with the mall management as to cost before attempting to go this route. The mall management may also require that you provide proof of insurance before renting any retail space so check with your director first before agreeing to rent the space.

Wounded Warrior Programs

The Wounded Warrior program was established to assist returning armed services members who have been severely injured while serving in a combat zone. This program provides resources and training for servicemembers to prepare for living and working outside of the military. One of the areas that the Wounded Warrior program focuses on is educational opportunities for the injured servicemembers. Check with your local Wounded Warrior program to find out how Kaplan University can best fit into their educational offerings.

A listing of Wounded Warrior events can be found at the link below:

https://www.woundedwarriorproject.org/component/option.com_jcalpro/Itemid,999/extmode,cal/

Moral Welfare and Recreation (MWR) Divisions

The MWR division was created to provide social, recreational and community programs to support the moral and welfare of servicemembers. Many of the programs that the MWR offer are actually on base, but not all of them. Check with you local installation's

MWR office to find out how Kaplan University can work together and support or sponsor these programs which often include spouses and other family members. The MWR staff is often looking for partners to help sponsor events to help reduce the cost to the servicemember and the MWR division.

While this list is not exhaustive it should be a good starting point to guide you in finding and reaching servicemembers and veterans. Kaplan University has a very competitive pricing structure for servicemembers and veterans so take advantage of the reduced tuition rates that we are offering.

Military Training

Finding the right person to contact

Now that you have mastered the art of finding veterans it is time to look at working directly with the military education team on military installations. The first thing an EL needs to do when working on military installations is to find out who they need to speak to regarding military education at each specific military installation. The ESO or ESS is typically the one that is in charge of approving which educational institution will be allowed on the military installation.

The link below will help the EL determine who the main point of contact at each military installation.

http://www.dantes.doded.mil/Dantes_web/apps/edcenters/edcentersearch.asp

(Screen shot)

Enter the branch of service and the state and choose "Submit".

The web-site will then list all of the military installations that are found in the state, for that particular military branch.

In many cases the phone number to the installation, the point of contact, as well as, the email address will be provided.

If the name or an email address is not listed the EL will need to contact the number provided on the website and determine who approves tuition assistance for that particular military installation.

Most military installations frown on schools just walking into the education center offices so it is important that you first make an appointment, instead of simply driving to the installation.

During the initial meeting

When speaking with the ESO it is important to understand that it is not like setting up a corporate event. During an initial conversation the main objective should not be to set up an event; instead it should be to get a face to face appointment with the ESO to share information about Kaplan Universities' military initiative.

Once the appointment has been set make sure that you have all of the proper documentation for your vehicle before driving to the military instillation. Each instillation will have different security procedures but most will require that you have an current and up to date drivers license, insurance card, and registration. If any of these documents are not up to date the security team may deny you access to the instillation.

While it is always important to show up to scheduled appointments on time, it is even more so when working with the military.

In the military if you are early you are on time, if you are on time you are late.

ESO's are contacted by hundreds of educational institutions that want to do business with the servicemembers on their instillation. So a bad first impression may be all the ESO needs to determine that Kaplan University will not be one of their top choices for their servicemembers.

If you have any Kaplan branded giveaways make sure that you bring those to the meeting to give to the ESO. Many ESO's are collectors and the gesture will be greatly appreciated. Not to mention, having an ESO drinking from a Kaplan coffee mug certainly can not hurt when they are talking to a servicemember about which educational institution would fit their needs.

When you first walk into the ESO's office glance around for common interest. The main theme is to make yourself memorable. Unlike HR, or training managers, Education is all that these ESO's concentrate on. You are one of many different representatives from an educational institution that want's the ESO's servicemembers to enroll at Kaplan so try to stand out. Do not force the relationship, it will take time, and do not be discouraged if the ESO is very business like, they are very busy so they may just want to know the facts. But asking the ESO how their kids play went seems like a small thing but can be a first step in solidifying your relationship.

When speaking with the ESO do not immediately talk about setting up an event. Instead share the benefits of doing business with Kaplan University. The actual type of majors that Kaplan University should not be the focal point of the conversation. Remember, the ESO's are being contacted daily by other educational institutions that may have exact same program. Providing them a program listing and letting them know that Kaplan has different programs from certificates to Masters Degrees will be sufficient. Instead focus you time on talking about how Kaplan University stands out from other schools. Talk to the ESO's about MY Path, UDP, LOA policy, the flexibility of online, military pricing, and no cost for books for undergraduate programs. ESO's also want to know that their

servicemembers are being taken care of, so make sure that you discuss the military 800 number and the dedicated military enrollment team. Talk about how the ESO also has a 800 number dedicated to them to help resolve any issues or concerns that may come up that require immediate attention.

During the conversation with the ESO they may bring up creating an MOU to share space or office hours at the instillation. This should be a last resort. Sitting at a desk waiting for an opportunity to speak to a servicemember for two hours may not be the best use of your time, although, it may be the only way to begin a relationship with that institution. Use your best judgment if they ask for you to come on base a few hours a week or month.

Leaving Marketing Materials

Make sure that you bring lots of collateral material for the ESO and find out if you can pick the spot for your marketing material. Usually each education service office has racks for schools to place marketing material. Make sure that you visually identify the racks and how well maintained they are. Try to find a spot that is at the top and remember to keep these racks filled with your collateral material. Dropping off collateral at various intervals gives you an opportunity to reconnect with the ESO and shows that you have a vested interest in doing business with that particular instillation. Often schools drop off material never to be heard from again. Make sure that you identify an material that sticks out or looks good from other schools and send that to the marketing team for review. Notice low levels of collateral material from particular schools, or schools that have prime placement in the racks. This may indicate a school that has a high usage by servicemembers at that instillation. Do some research on these schools and determine how Kaplan has better benefits. Use this point during your conversations with the ESO's. Do not bash any school but find a way to point out the differences in a positive light.

Follow Up

Once you leave the meeting with the ESO ensure that you follow up with any action items that come from the meeting; such as additional marketing materials, education fair paperwork or sending emails. Ensure that you send the ESO a hand written note or email thanking them for their time and letting them know that you look forward to working with them in the near future. Take any opportunity that you can get to remind them of Kaplan University.

Once you have begun a relationship with the ESO make sure that they do not feel neglected. Attend any functions that they ask to attend, helping out whenever you can. Return any phone calls from the ESO promptly as they may view this as an indicator of the service their servicemembers receive. Call at regular intervals, but try to gauge how frequently. We do not want to seem like a hindrance, instead of a partner in education.

As the relationship begins to grow the ESO may provide more information and contacts about additional opportunities. Trust is the utmost importance so if asked to follow-up or join in an opportunity try to accommodate their request. As the relationship grows the ESO may send directly to you students that are interested in Kaplan. Ensure that you make the admission advisors know that these leads are direct referrals from an ESO. They may be sizing up Kaplan's speed and ability in helping the servicemember get enrolled. Follow up with the ESO about the progress of these students.

Finding additional opportunities

During your conversation with the ESO find out if there are any additional opportunities to reach the servicemembers other than at the education service office. ESO's usually do not mind helping schools that they feel are good partners with identifying additional outreach opportunities. Ask about education fairs or events at the instillation in which Kaplan may be represented. If there is a hospital on the instillation, ask about events at the hospital such as nurses week education fairs. ESO's are usually very territorial and want all servicemembers to come to the education center and not other places for guidance; so if you can point out opportunities that you have encountered at other instillations they may be open to discuss incorporating those opportunities at their instillation.

While the ESO may be the starting point, it is by no means the only opportunity that you have to work with the servicemember of any instillation. There are numerous opportunities but you just have to do some digging to uncover these opportunities. It is important to understand that although there are additional opportunities to reach the servicemembers the final approval will come from the ESO. Do not neglect your relationship with the ESO to build additional opportunities with other areas of outreach.

TAP

The Transition Assistance Program (TAP) is an excellent opportunity to reach servicemembers that are leaving the military either by ETS or retirement. Most of these servicemembers will have GI-Bill or Voc-rehab dollars to spend on their education.

The Transition Assistance Program was established to offer job search assistance and related services to separating service members during their period of transition into civilian life. The TAP is a partnership among the Departments of Labor, Defense, Homeland Security, and Veterans Affairs to provide employment and training information to armed forces members and their eligible spouses within one year of their separation or two years of their retirement from the military.

Workshop attendees learn about job searches, career decision-making, current occupational and labor market conditions, resume and cover letter preparation, and interviewing techniques. Participants are also provided with an evaluation of their employability relative to the job market and receive information on the most current veterans' benefits.

Components of the TAP Workshop

- Personal Appraisal
- Career Exploration
- Strategies For An Effective Job Search
- Interviews
- Reviewing Job Offers
- Support and Assistance

Service members leaving the military with a service-connected disability are offered the Disabled Transition Assistance Program (DTAP) from the Veterans Affairs representatives.

DTAP includes the normal three-day TAP workshop plus additional hours of individual instruction to help determine job readiness and address the special needs of veterans with disabilities.

The TAP program may not be offered at each military instillation. Often more than one instillation combine their efforts to hold TAP classes at a centrally located military instillation. During the TAP classes a small number of educational institutions may be asked to speak or have tables at these events. This is an excellent opportunity to see a large number of transitioning servicemembers on a regular basis.

If you are able to gain access to a TAP class presentation you will be working with a transition services manager. Treat this person the same way you would an ESO. Gaining access to a TAP class provides an enormous advantage over other schools. Usually TAP programs only allow a handful of schools to be part of the TAP program. Most schools are not aware of this opportunity or do not have the staff to attend these classes. The opportunity to get in front of between 5-200 servicemembers once a month is an amazing opportunity that you will not want to pass up.

As your relationship grows with the transition service manager you may also be allowed to provide a small 5 minute presentation during the classes themselves. Patience is the key, do not push to hard for this opportunity and do not get discouraged if it takes a while to gain access to TAP classes. This opportunity is all about relationship building. If there is an opportunity try to hold a lunch and learn for the staff members of the TAP classes. It will provide you an opportunity to let them know how valuable Kaplan University is to the servicemembers and also to gain valuable face time with the staff.

Another opportunity to gain access to TAP classes is if you are able to represent employment opportunities. As the transitioning servicemembers are looking for employment once they leave the service, TAP staff often hold employer panels to introduce jobs and provide feed back about the hiring process to transitioning servicemembers. Remember that those leaving the military are not necessarily staying in the area, some may be looking for employment in Florida, Phoenix, and Illinois etc. Kaplan University often has opening available throughout the country that you can leverage to gain access to this opportunity.

ACAP

Once the servicemembers have gone through the TAP classes they still have additional opportunities to work on preparing for transition. In the Army there is a group that provides additional resources, pertaining to transitioning servicemembers and spouses. This group is known as ACAP (Army Career and Alumni Program). There are opportunities to reach out to servicemembers by leveraging ACAP. Speak with an ACAP representative about holding information sessions and providing collateral material for the transitioning servicemembers.

Often soldiers ask the ACAP representatives about opportunities to utilize their education benefits so they have collateral racks, just like the education service offices. Leverage your expertise in all things Kaplan to provide the ACAP staff a one stop shop for all things that are education related.

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While you are speaking with the recruiters ask if you can attend the recruiting stations company meeting and hold an information session. Each of the members of the recruiting station is assigned to a company that meets on a regular basis for physical fitness, training and education.

ACME

ACME is the Advisory Council on Military Education. This organization has state chapters that meet to discuss trends in the military education arena. These chapters have yearly conferences, in which, ESO and ESS'S from around the state attend to listen and provide feedback about education. These conferences typically last two to three days and are an excellent opportunity to meet ESO's in your territory. These conferences offer sponsorship opportunities at various levels for educational institutions to have information tables and provide marketing support of the conference. Educational institutions speak with the ESO's, which are asked to visit the tables, during breaks and lunches. During the conference it is advantageous to take advantage of the various breakout sessions that they typically plan for this conference.

Another opportunity within the ACME conferences is to volunteer to be on a committee for your territories local ACME chapter. These committees serve to reach out to ESO's, and other military members and support teams, to gain insight as to what the educators can do to help with providing top notch support of the overall military education process. If the chapter has a membership committee you may want to start there. The membership committee is tasked with increasing membership by contacting various installations and speaking with those that are involved in the education process. This is a great way to have another reason to contact the ESO's and build a relationship with them.

Reserve and National Guard Units

Working with the Reserves and National Guard units may require additional work in locating the units and the decision makers but is well worth the time and effort. Most Reserve and National Guard units meet one weekend a month and have a lot of training to get done in a short amount of time. Make sure that when you speak with the commander of the reserve unit that you assure them that you will be time sensitive and

work around their schedule. Working with the Reserve and National Guard units may require you to work on Saturdays and Sundays but the units typically work a normal work schedule. The bonus to working with the reserves is that most of those servicemembers that you are meeting with work an additional job in the civilian sector. This means that they will not only have their GI Bill, if eligible TA, but also tuition reimbursement dollars from their employers. Finding the corporate contact can also allow you to grow your corporate contacts and possibly find additional opportunities for events through the servicemembers civilian employer.

Not all Reserve and National Guard units have TA; it depends on the branch of service and the individual units themselves. It is of the utmost importance in working with the National guard that you check with the state in which the unit is located for guidelines regarding TA. Many National Guard units place restrictions as to who can receive TA dollars and often time, which schools the guardsman can attend. You can use the link below as a general guide to determine if the unit you are working with has TA.

<http://education.military.com/money-for-school/tuition-assistance/reserve-tuition-assistance>