

Excerpts, selected by the HELP Committee, from a larger document
produced by the company

Military Road Map

Results of Assessment Process

LINC0001436



Veteran Focus

"The willingness with which our young people are likely to serve in any war, no matter how justified, shall be directly proportional to how they perceive the veterans of earlier wars were treated and appreciated by their nation."

George Washington

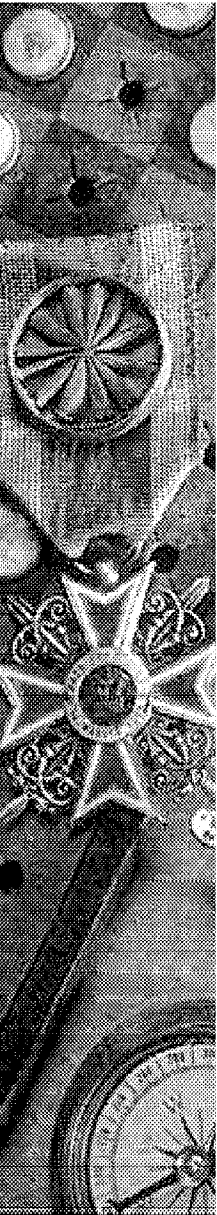
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Overview

- ◆ Purpose of Assessment
 - Why The Military
 - Military Market Overview
 - GI Bill Changes- Impact
- ◆ Assessment findings
 - Military Mindset
 - Best Practices
- ◆ Military Roadmap
 - recommendations

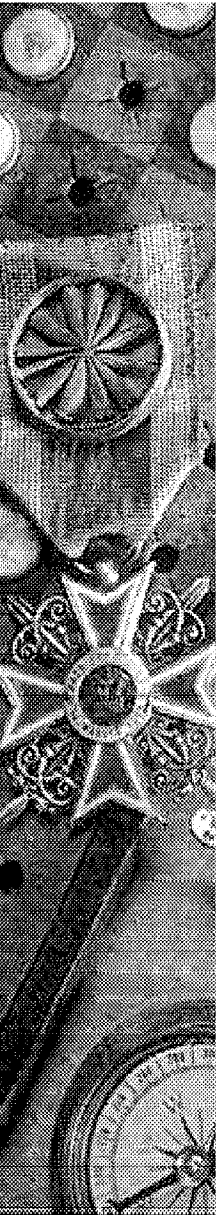
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Purpose of Assessment

- ◆ Describe Military Market
- ◆ Provide a plan for a reliable and easy process for military personnel to access Lincoln’s training opportunities and for Lincoln to communicate efficiently with Military personnel interested in its current offerings.
- ◆ Include recommendations to implement the process, which are “best practices”
- ◆ The assessment will identify follow-on actions, set expectations and recommend where Lincoln needs resources to ensure the Military outreach process is effective and can be maintained over the long term without significant additional resources.
 - Crawl, Walk, Run
- ◆ Provide a “road-map” to develop a Military Market Strategy

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Redefined focus

- ◆ HOW DOES LINCOLN BECOME MORE MILITARY FRIENDLY?
 - identify the ideal military student experience/lifecycle and related military specific student service needs
 - identify the current military educational benefits and how they align with our programs and processes
 - provide a report which gives us a road-map to working with the military and bolstering our military student experience

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The Military Market is Big

- ◆ The Military Market is a large lucrative market for Lincoln
 - Large- about 3 Million
 - Over 50% in Guard and Reserves!
 - Another 28,000,000 veterans that share the affinity
 - Over 60% married
 - 225,000 transition from Active Duty annually
 - Approx. 70%, Guard and Reservists are available for civilian employment or training
 - Young, and diverse population
 - Majority have money for college or vocational training in GI Bill or branch specific educational incentives

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Military Students and Veterans

- **Active-duty**
- **National Guard and Reserves**
- **Veterans in the Community**
- **Family Members**

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Veteran Student Demographics

- ◆ **70% of those eligible for education benefits use some portion of them (17-18 months)**
- ◆ **Claimants are on average 20-34 years of age (74%)**
- ◆ **30% are 25-29 years of age; 24% are 20-24 years of age; and 20% are 30-34 years of age**
- ◆ **Gender: 68% male; 32% female**
- ◆ **Marital status: 51% never married; 37% married**

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Potential Military Market

	Active Duty	Nat'l Guard	Reserve	Total
Army	*522,000	360,000	205,000	1,087,000
Navy	335,000	-	70,500	405,500
Marine	186,000	-	35,000	221,000
Air Force	331,000	107,000	74,000	512,000
CG	40,200	-	8,000	48,200
Total				2,273,70

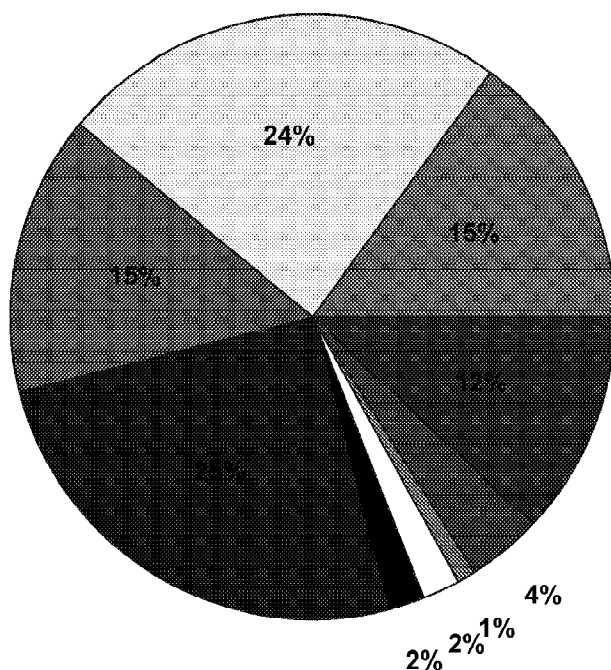
*Note: Guard and Reserve 9/11/01 to 10/31/07: 575,000 mobilized & 455,000 deployed to Iraq or Afghanistan*547,000 by 2010*

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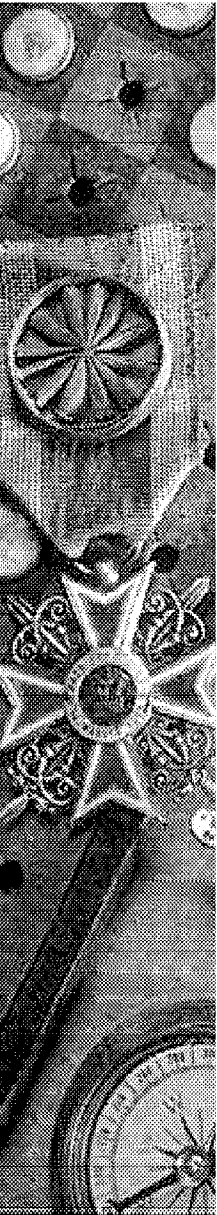


Military Officer Occupations

- Combat Specilty
- Engineering, Science & Technical
- Executive, Administrative and Managerial
- Health Care
- Human Resources Development
- Media & Public Affairs
- Protective Services
- Support Services
- Transportation

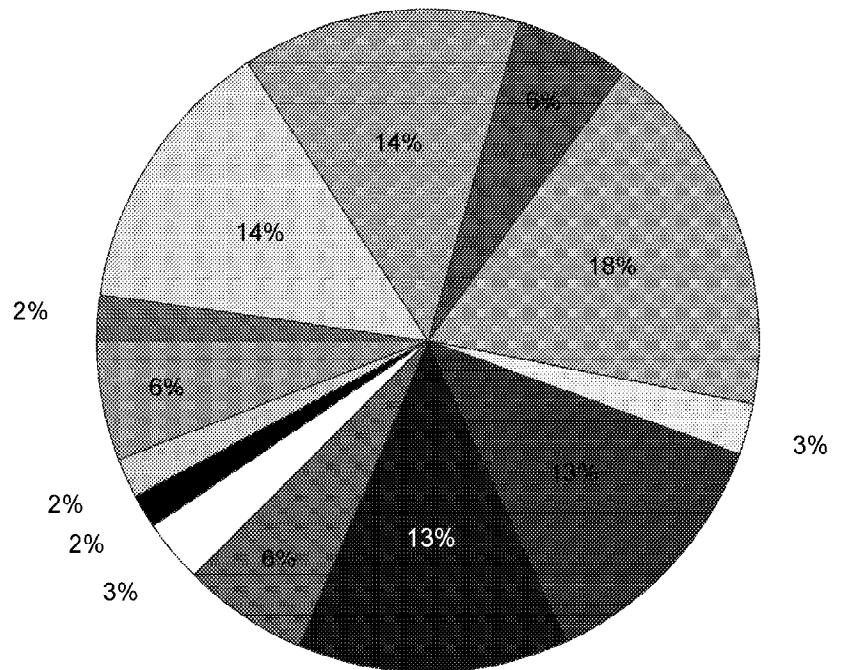


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Military Enlisted Occupations

- Administrative
- Combat Specilty
- Construction
- Electronic and Electrical Repair
- Engineering, Science & Technology
- Health Care
- Human Resources Development
- Machine Operator & Precision Work
- Media & Public Affairs
- Protective Services
- Support Services
- Transportation & Material Handling
- Vehicle Machinery Mechanic



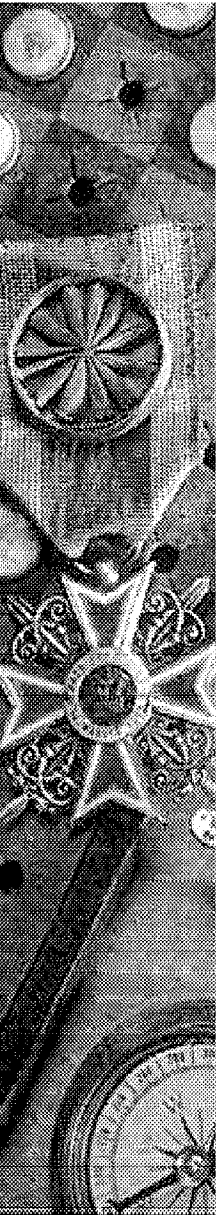
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The Military Market is a Lucrative

- ◆ For example: More than a quarter (28%) of the military has an MOS with mechanical skills
- ◆ The DOL reports there is a lack of credentialing in the military. They earn the same skills but never test for civilian credentials.
- ◆ 63.2% said they would participate in a comprehensive training program if it would increase their job status and yearly salary
- ◆ Title Four Implications- Keeps Ratio for Financial Aid lower if GI Bill is leveraged.
 - Chapter 30- Good to Go
 - Chapter 33- Only on Courses taught by IHL (Degrees)
 - **Very Important they keep CH30 Status for Vocational Training!**

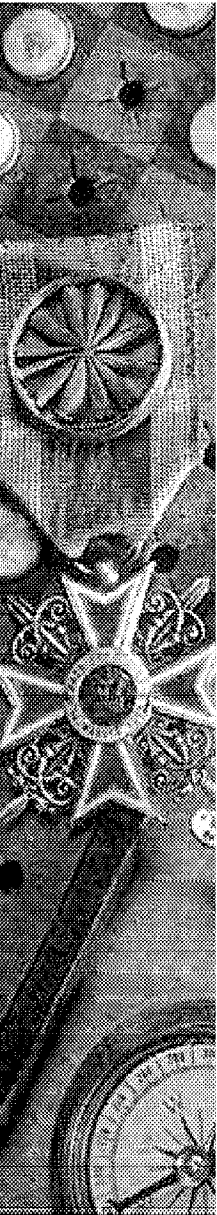
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Vehicle Machinery Mechanic Occupations

Branch	Total Number	% of Branch	% of Total Service
Army	48,043	11.8%	28.1%
Air Force	48,433	18%	28.3%
Coast Guard	5,564	23.7%	3.3%
Marine Corps	18,473	11.5%	10.8%
Navy	50,266	17.2%	29.4%
Total All Services:	170,869	N/A	14.8%

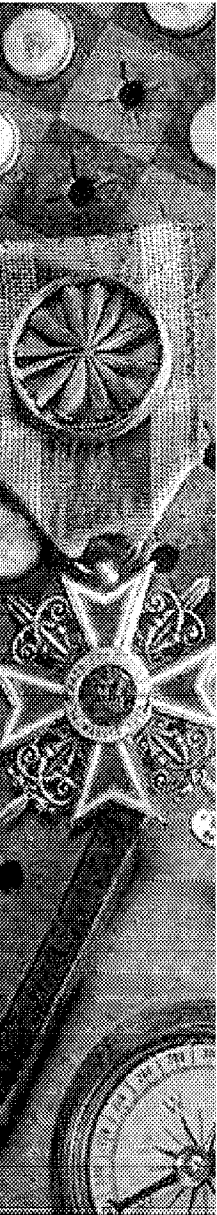
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What are Military candidates looking for?

- ◆ 81% said that employment was their biggest concern when transitioning out of the military.
- ◆ 63.2% said they would participate in a comprehensive training program if it would increase their job status and yearly salary
- ◆ Many believed their military skills would not translate well to civilian life and therefore felt unprepared.

LINC0001449



What are the long-term consequences of TBI?

- ◆ The Centers for Disease Control and Prevention estimates that at least 5.3 million Americans currently have a long-term or lifelong need for help to perform activities of daily living as a result of a TBI.
- ◆ According to one study, about 40% of those hospitalized with a TBI had at least one unmet need for services one year after their injury. The most frequent unmet needs were:
 - Improving memory and problem solving;
 - Managing stress and emotional upsets;
 - Controlling one's temper; and
 - Improving one's job skills.

Reference: Brain Injury
Association of America

LINC0001476



Student Veterans Wish List*

- ◆ **Develop a Veterans Support Committee to improve campus climate for veterans (lessons learned from campus veterans, surveys)**
- ◆ **Develop Student Veterans Club on campus and/or provide meeting space**
- ◆ **If institution is eligible for VA Work Study, consider assigning Work Study student to help entering veterans make the transition to an education environment**
- ◆ **Publicize campus information on Vet-Friendly Web site (one-stop resource guide)**
- ◆ **Educate faculty, staff, administrators, and other students about student-veteran needs and concerns**

**Campus Kit for Colleges and Universities, Student Veterans of America*

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Reflection

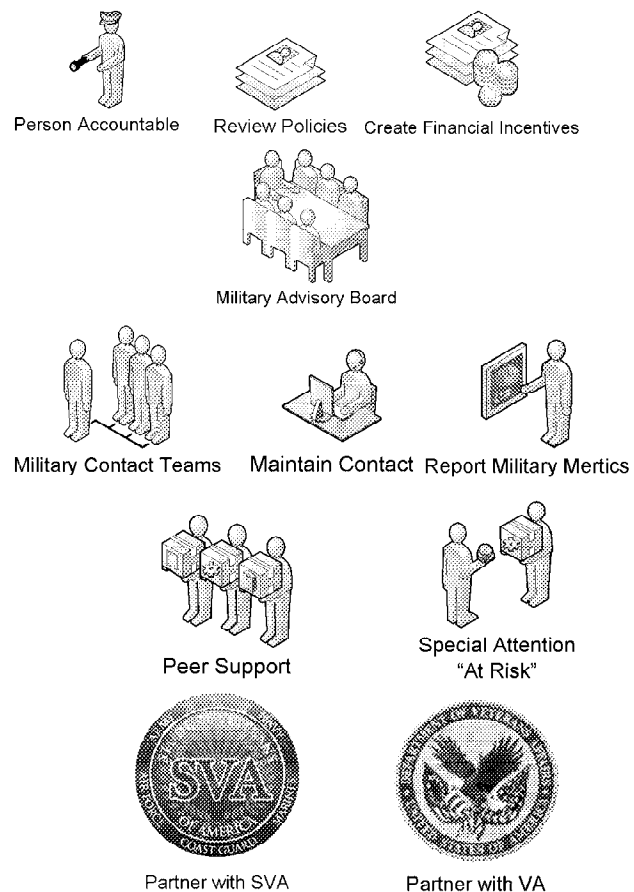
- **Reflect on Lincoln’s strengths...in terms of military populations—ask current military students and veterans about your best features. What drew them to you?**
 - **Surveys- Publish- Leverage PR?**
- **What does Lincoln do to recruit, enroll, retain, and graduate military students and veterans?**
- **How might Leverage SOC Consortium membership to increase enrollment of military students and veterans?**
- **What can Lincoln do to become MORE accessible and friendly to military students, veterans, and family members**

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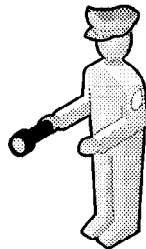
Military Road Map

1. Assign accountability (Dir Of Mil Affairs)
2. Review Policies- Make Military Friendly
3. Military Advisory Board
 - Leverage SOC Membership
 - Best Practices
4. Military Contact Team (National Resource)
 - Hearts and Minds- Emotional Connection
5. Maintain Contact Throughout Military Lifecycle
 - CRM- "Touch System"
 - Social Network- Peer Support Network (Extend to On Campus Club)
 - Student Veterans of America
 - Local VA Counselors relationship
 - Veteran Counseling (integrated with at risk program)
6. Become Transition Resource
 - Create Military Transition Courses "Civilian World 101"
 - Partner with other colleges (UCSF)



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Assign Accountability

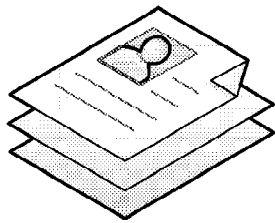


Person Accountable

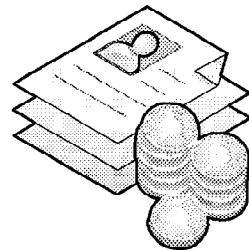
- ◆ Consider appointing ‘Director of Military Affairs’ to be accountable for the programs and resulting metrics
 - Principal metrics are pipeline metrics from first contact to graduation and job placement

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Review Policies, Create Military Friendly Policies



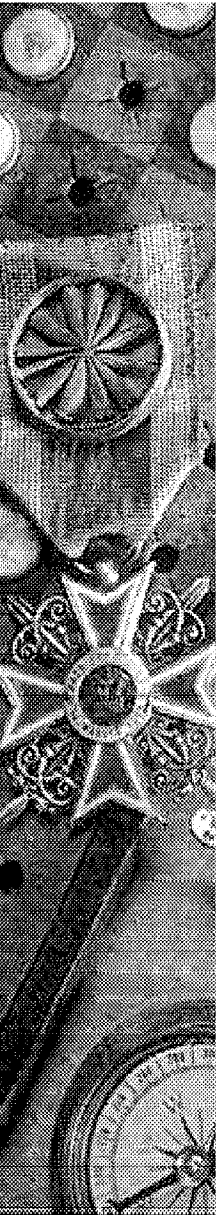
Review Policies



Create Financial Incentives

- ◆ **Policies that help servicemembers pursue education opportunities and complete degrees**
- ◆ **Procedural and policy accommodations as appropriate for military students who withdraw for a call to active duty**
- ◆ **Policies that encourage re-enrollment and aid transition back to the classroom for servicemembers and veterans returning from military service**

LINC0001481



Policy Considerations

- ◆ Training of faculty, staff, and students on veteran issues
- ◆ Transfer credit policies for ACE military credits/ MOS Credit
- ◆ Enrollment policies
- ◆ Financial policies
- ◆ Reenrollment /transition policies
- ◆ Withdrawal and drop/add policies
- ◆ Make up/ alternative assignment policies
- ◆ Grading policies

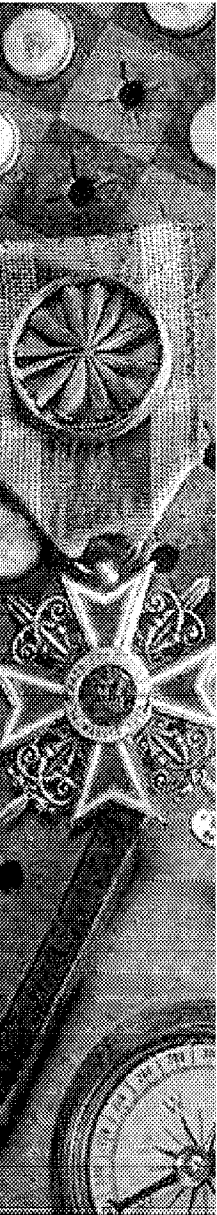
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Competitors Best Practices

	<i>Summary</i>	<i>Major Institutions Offering Practice</i>
<i>Free Application and Registration</i>	<ul style="list-style-type: none"> schools offer free applications, application aid, registration counseling, and registration to enlisted servicemembers and veterans free of any charge or fees 	<ul style="list-style-type: none"> Coastline Community College; Jones International University Online
<i>Credit For Military Experience</i>	<ul style="list-style-type: none"> schools offer a free evaluation to the applicant to determine the number of units the applicant will receive for military experience 	<ul style="list-style-type: none"> Many SOC Schools listed as Military- Friendly offer this program
<i>Special Refund Policies</i>	<ul style="list-style-type: none"> schools offer special refund policies for enlisted servicemembers deployed or forced to relocate during education 	<ul style="list-style-type: none"> Columbia College
<i>10%+ Tuition Reduction Program</i>	<ul style="list-style-type: none"> schools offer a 10-30% discount on tuition fees for enlisted servicemembers and veterans 	<ul style="list-style-type: none"> Colorado State University Online; Drexel University; Liberty University; TUI University
<i>No Out-of-Pocket Expense Program</i>	<ul style="list-style-type: none"> schools offer a program where tuition rates are discounted below the Tuition Assistance Cap schools offer vouchers/credits for books and supplies program only available to enlisted servicemembers and veterans covered under the post-9/11 GI Bill 	<ul style="list-style-type: none"> Liberty University; Robert Morris University; Saint Francis University;
<i>Military Spouse Program</i>	<ul style="list-style-type: none"> schools offer a program to extend all benefits to spouses of enlisted servicemembers and veterans 	<ul style="list-style-type: none"> Coastline Community College; Hawaii Pacific University; Jones International University Online

LINC0001483



Best Practices

- ♦ **Priority registration for returning military students**
- ♦ **Simplified/expedited application process for readmission**
- ♦ **Extended/flexible enrollment deadlines**
- ♦ **Course schedules adapted for transitioning active-duty servicemembers**
- ♦ **Academic and counseling services focused on military students**
- ♦ **Special Web pages for returning military students**
- ♦ **Veterans support groups**
- ♦ **Veteran centers and lounges**
- ♦ **Scholarship opportunities**
- ♦ **Deferred tuition payment plans (to accommodate TA and VA paperwork lags)**
- ♦ **Academic research addressing the needs of returning servicemembers**

LINC0001484




Best Practice Examples

Example of College Web sites focusing on military students:

- **Central Texas College** <<http://www.ctcd.edu/student/prospective.htm>>
Prospective Student page - Military Student, Military Spouses
Includes photos and text about military students integrated into the main college Web site <<http://www.ctcd.edu/>>
- **University of Maryland University College**
Military Student Page <http://www.umuc.edu/mil/mil_home.shtml>
Links to the SOC Website from their Academic Advising page for military students; includes tuition and fees and VA education benefit forms accessible from there
<http://www.umuc.edu/mil/mil_advising.shtml>
- **San Diego State University** <<http://newscenter.sdsu.edu/military/>>
Highlights military students and their veteran student organization on their site
- **Thomas Edison State College** <<http://www.tesc.edu/879.php>>
Military programs Web page. Click on “Why Thomas Edison State College?” for a link to SOC Web site <<http://www.tesc.edu/930.php>>.
- **University of Phoenix** <<http://military.phoenix.edu/>>
Provides an array of financial information from their military page
<http://military.phoenix.edu/tuition_and_financial_options/military.aspx>

LINC0001485



Communicate Lincoln's Military-Friendliness (SOC)

Example of catalog text insert:

Because of its efforts to serve the educational needs of servicemembers and their family members, Lincoln Tech has been designated a Servicemembers Opportunity Consortium college. As a member of the SOC Consortium, Lincoln Tech has committed itself to fully support and comply with SOC Principles and Criteria. Through this commitment Lincoln Tech ensures that:

- **Servicemembers and their family members share in the postsecondary educational opportunities available to other citizens.**
- **Servicemembers and their family members are provided with education programs, courses, and student services from appropriately accredited institutions.**
- **Flexibility of programs and procedures particularly in admissions, counseling, credit transfer, course articulation, recognition of non-traditional learning experiences, scheduling, course format, and residency requirements is provided to enhance access of servicemembers and their family members to undergraduate education programs.**

LINC0001486



Leveraging Your SOC Consortium Membership

- **Be a full SOC Consortium partner: market as a “military-friendly” institution**
- **Receive favorable publicity in SOC and other higher education publications/Web sites at no cost**
- **Publicize your membership to military markets—catalog, Web page, college newspapers, military newspapers, local military community, brochures, community audiences and events**
- **Compete in the military market in which “SOC Consortium membership” is considered for education contracts and memoranda of understanding**
- **Have a voice in partnerships that help set and maintain policies, principles, and criteria for institutions serving military students**
- **Create enrollment strategies to draw military students based on military-friendly policies and practices**
- **Use SOC Concurrent Admissions Program (ConAP) and SOCGuard outreach programs to build partnerships in the local military and veteran communities, publicize academic offerings, and boost enrollment**

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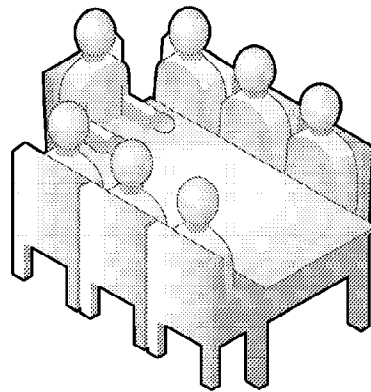
Summary SOC (From SOC)

To leverage your SOC membership:

- **Partner with SOC, Military Education Offices, Military Recruiters, the National Guard, and the Reserves;**
- **Initiate personal contact to establish good partnerships;**
- **Establish goals to:**
 - **Support active-duty servicemembers, their families, and National Guard and Reserve members to help them achieve their education goals;**
 - **Boost enrollment of veterans**
- **Use recruiter tools (ASVAB, March2Success, ConAP, GI Bill, mentoring) available to help young people graduate from high school or earn a GED.**

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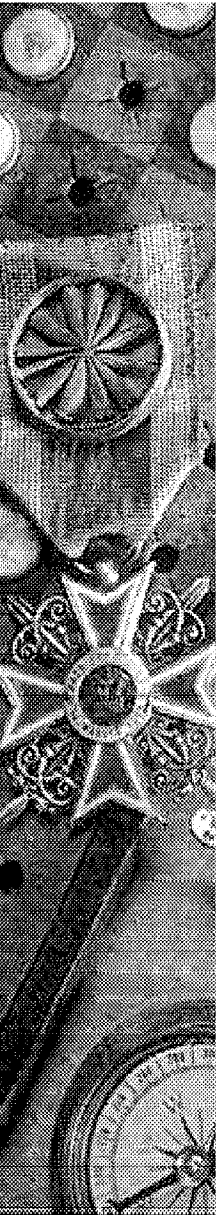
Military Advisory Board



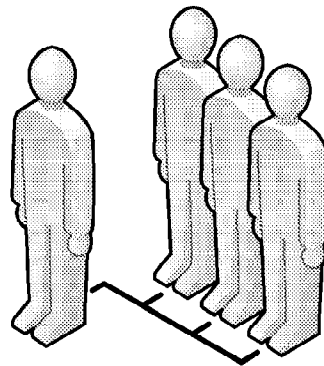
Military Advisory Board

- ◆ Consider getting a few well known Military leaders with academic/training background to serve on a board that meets quarterly to review policy, to guide efforts, and review progress.

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Military Contact Team

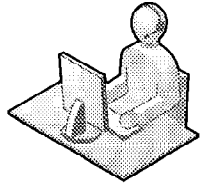


Military Contact Teams

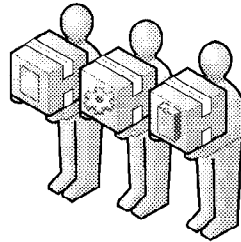
- Create Military Contact Team as a National Resource
 - Specially Trained to work with Veterans/ Military in transition
 - Internal Communication- Keep Lincoln Stakeholders informed!
 - Hearts and Minds...
 - Engage on emotional level, Empathic contact-- not closing mentality...”I understand, we are here to help, we have invested in a social network- Part of Students Veterans, we have peer support groups on campus.. WE ARE MILITARY FRIENDLY!
 - Position a Transition Class as first step for those not ready to select a career- Maintain Contact and help them decide on career/ training

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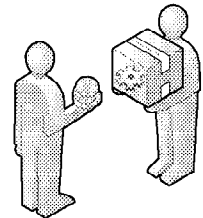
Emotionally Connect and Differentiate Lincoln



Maintain Contact



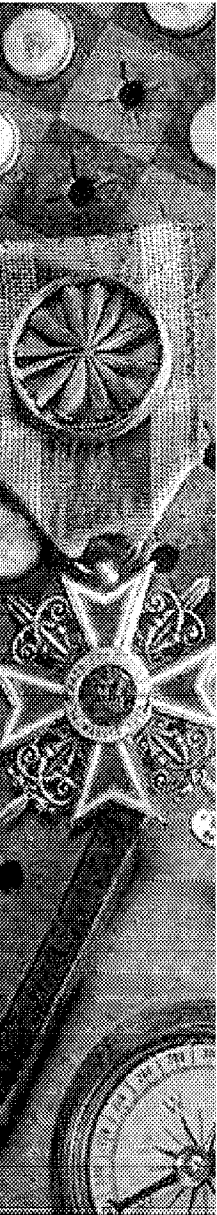
Peer Support



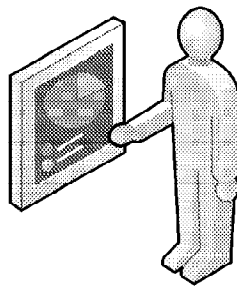
Special Attention

- ◆ Emotionally Connect
 - Highlight Military Friendly aspects of Lincoln
 - Offer a “Transition Course” for college credit (Civilian World 101)
- ◆ Maintain Contact via a social network and CRM
 - Integrate current Military Students/Students Veterans of America
 - Check in Regularly
- ◆ Special Consideration during Campus visits/ while on campus (“At Risk”)
 - Veteran Student Tour guide?
 - Military Friendly Employer Network
 - On Campus Veteran Clubs- tied into Social Network
 - On Campus Buddy System- Military Mentors

LINC0001491



Military Metrics



Report Military Metrics

- ◆ Leads
 - ◆ Transferred to Closers
- ◆ Signed into Social Network
 - ◆ Assigned Mentor
 - ◆ Counseling Support
- ◆ Contact History
- ◆ Visit School (Military Friendly Visit- Veteran Student introduction)
- ◆ Enrolled
 - Gi Bill/ Financial aid
- ◆ Placed into job

LINC0001492



On Campus

- ◆ Train Staff about the Military Friendly Initiative
 - Military Friendly Visits- trained Staff/ Veteran Student
 - Veteran Clubs (Veteran Students of America Chapters)
 - Assign Military Mentor (Buddy System)
 - Consider paying Military Mentors for their time
 - Integrate with “At Risk” student support programs
 - Build Strong relationship with Local VA Rep. (Job Fairs?)
 - “Military Friendly Employers Network”
 - First interviews
 - Special PR support- Success stories “Johnny got a job”
 - Great content for Social network- Build Military friendly ‘experience’

LINC0001493



Student Veterans Of America

Yesterday's Warriors, Today's Scholars, Tomorrow's Leaders

- Nationally recognized non profit
- Veterans Service Organization
- Peer led network of vet clubs
- 110 member organizations
- Resources
 - Campus kit for veterans
 - Military to college guide for student veterans
 - Regional and National Conferences



www.studentveterans.org

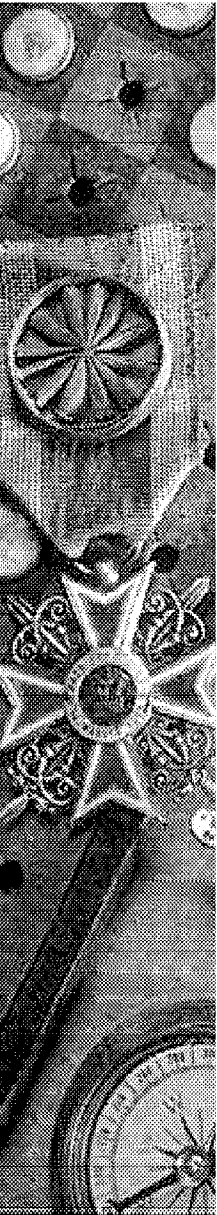
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Become a Transition Resource

- ◆ Transition Program is broken-
 - A college level course covering basic life skills and addressing fears –What should I do?
- ◆ By offering a college level course Lincoln would position itself as a Military resource- a TAP partner
 - Marketing a PR win- We are Military Friendly... and prove it.
- ◆ Course is Lead Gen tool, keeps contact with potential students, and helps them decide what career they should pursue
 - Natural inflection point to choose a Lincoln course of study since Lincoln curriculum follows top career fields
- ◆ Could charge for course or offer it for free
 - I recommend a free course, because of the New GI Bill election process

LINC0001495



What make a school military friendly?

Many college recognize that service members and veterans come to college with prior learning experiences from their time in the service.

(From Soldier to Student, pg. 7)

Give Credit for Military Service

What can Lincoln Do?

Create a program that allows service members take placement exams and apply their military experiences to the civilian world. Their score will determine where in the program curriculum they start and dictate how long they are in school

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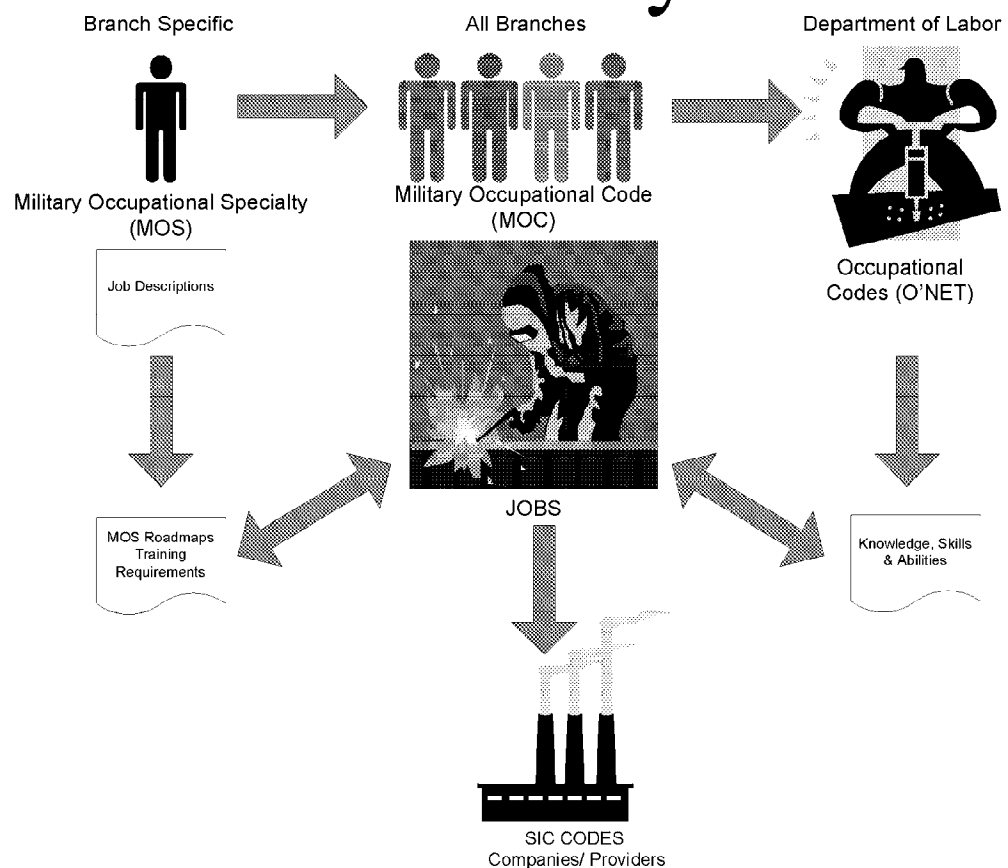
Give the Military Service
value in the civilian world!

MILITARY MOS  **LINCOLN
PROGRAMS**

By accessing Lincoln's Curriculum and potential job placements, HQ Group can do an in-depth analysis to the military MOS'. Working with Lincoln curriculum specialists, we can help create placement exams to create an effective individualized learning experiences that give military service value in the civilian world.

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Create Specific Career Paths for Military



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