



SECRETARY OF DEFENSE
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NOV - 1 2016

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
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UNDER SECRETARIES OF DEFENSE
DEPUTY CHIEF MANAGEMENT OFFICER
CHIEF OF THE NATIONAL GUARD BUREAU
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, COST ASSESSMENT AND PROGRAM EVALUATION
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ASSISTANT SECRETARY OF DEFENSE FOR LEGISLATIVE
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AFFAIRS
DIRECTOR OF NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Forging Two New Links to the Force of the Future

All of us who work in the Department of Defense are part of what is today the finest fighting force the world has ever known. More than anything else, our people are the reason we are the best. But we can never take this for granted. As generations, technologies, labor markets, and threats change, it is my responsibility as Secretary of Defense to ensure that we continue to recruit, develop, and retain the talented men and women that we need to build the Force of the Future – to maintain our excellence for the years and challenges to come. I believe that we can best do this by leveraging all that our nation has to offer – across diverse geographies, demographics, and generations. That is what building the Force of the Future is all about and it is what our nation expects and deserves.

On November 18, 2015, I announced the first set of Force of the Future initiatives, designed to increase the Department's permeability to new people and new ideas. On January 29, 2016, I announced a second set of initiatives aimed at improving the retention of our military Service members through enhanced family support. And, on June 9, 2016, with the Military Department Secretaries and Service Chiefs by my side, I announced the third set of initiatives designed to make common sense improvements in our military officer promotion system and to develop our more than 700,000-strong DoD civilian workforce.

Some of these initiatives already have become firmly rooted in the Department, while others are the subject of comprehensive work plans or legislative proposals under consideration by Congress. Notwithstanding this progress we have more work to do. For this reason, I am



OSD013819-16/CMD017506-16

pleased to announce the next two links to the Force of the Future – one focused on enhancing geographic, demographic, and generational access in military recruiting and the other on strengthening the Reserve Officers' Training Corps (ROTC) program, one of the pathways by which we build and train the dynamic leaders our future force demands.

It is my firm conviction that the Department of Defense must have access to 100 percent of America's population for our all-volunteer force to be able to recruit and retain the highly qualified men and women needed for the Force of the Future. That is why we have put an end to self-imposed limitations on recruiting and retention by opening all military positions, in all four Military Services, to women and lifting the ban on service by transgender persons. It is also why we must constantly work to ensure that we have access to the best available talent across the country, unbounded by geography, demographics, or generations.

It is only natural for our Military Services to concentrate their recruiting resources in areas where they can expect the best return, even when this means going back to the same communities and demographics over and over again. We appreciate that many of our new recruits bring with them a long history of family service – this is a strong indication of the continuing and noble appeal of military service to those who know it best. But too many of America's young men and women have no personal connection to our military, and do not know about the many opportunities that service offers. As a result, they give no real consideration to the possibility of joining us. We need to focus on and attract young men and women who have not been previously exposed to the value and benefits of service, as well as those who have.

For this reason, we in the Department of Defense must do more to explain to the American public who we are, what we stand for, and what we do – our mission and the unparalleled opportunity and experience we offer to all who can meet our high standards and want to serve. We must reach out to all segments of our society, including those who have, in the recent past, shown little propensity to serve. We must engage with America's youth and those they look to for advice and guidance – parents, grandparents, teachers, coaches, clergy, and government and community leaders – where they live and work, in their homes, schools, and communities. We have much to offer America's youth, but to recruit them they have to hear our story and our call to service.

Accordingly, I have approved the following initiatives:

Enhancing Geographic, Demographic, and Generational Access in Military Recruiting.

Strategic Focus Area 1: Better Communicate the Value and Benefits of Military Service.

- Create a Speakers Bureau of senior leaders and subject matter experts from across DoD to engage with and educate key audiences on the value and benefits of military service to both the individual and the Nation.
- Use the platforms provided across the spectrum of DoD Outreach Programs to communicate the value and benefits of military service to America's youth and those who influence them, in their homes, schools, and communities.

- Provide a Menu of Options for recruiting outreach that each Military Service can tailor to its unique recruiting needs, as described in the attached Fact Sheet.

Strategic Focus Area 2: Build and Solidify the “DoD Brand”.

- Fund the DoD Joint Advertising Marketing Research & Studies (JAMRS) program to develop and execute a sustained advertising and marketing campaign aimed at connecting with and educating potential applicants, their influencers, and other members of the public about military service; building recognition of the “DoD Brand”; and growing propensity to serve.
- Customize and disseminate content through separate, but integrated print, TV, digital, and social media messaging that promotes the value and benefits of service, and synchronize the campaign with Military Service recruiting efforts.

Strategic Focus Area 3: OSD Support to Military Service Recruiting Efforts.

- Use the results of a recent poll of military recruiters from across all Services to identify impediments to recruiter access to high school students.
- Expand partnerships between the Armed Forces YMCAs and Boys and Girls Clubs and the military.
- Provide a Menu of Options for recruiting “best practices” that each Military Service can tailor to its unique recruiting needs, as described in the attached Fact Sheet.

Reinvigorating the Reserve Officers’ Training Corps (ROTC) at 100 Years

Strategic Focus Area 1: Enhance Access to Quality ROTC Participants.

- Educate colleges and universities on the 2009 amendments to the Higher Education Act, providing that ROTC scholarships are not to be included as a cost of attendance or estimated family contribution in evaluating a student’s eligibility for financial aid.
- Provide a Menu of Options for leveraging ROTC resources in a flexible manner to attract and retain the best possible officers that each Military Service can tailor to its unique needs, as described in the attached Fact Sheet.

Strategic Focus Area 2: Further Enhance the Quality of ROTC Instructors and Instruction.

- Direct the Military Department Secretaries to add language, where and when applicable, to ensure promotion and selection boards value ROTC assignments/affiliations.
- Direct the Military Services to conduct a quadrennial review and validation of the content and packaging of ROTC Training Manuals and academic curricula.
- Require an annual report to the Secretary of Defense detailing the specific training opportunities each Military Service makes available to its ROTC cadets and the associated costs and benefits.
- Provide a Menu of Options for the professional development of ROTC instructors that each Military Service can tailor to its unique needs, as described in the attached Fact Sheet.

Strategic Focus Area 3: Enhance ROTC Program Administration.

- Measure and record the critical value of the overall ROTC program by developing assessment tools, including objective criteria and metrics of effectiveness, by which to evaluate and improve the performance of ROTC units.
- Establish the “ROTC Futures Award” as an annual award program to recognize educational institutions and ROTC cadre/instructors for outstanding support and facilitation of a successful ROTC program.
- Provide a Menu of Options, described in the attached Fact Sheet, that the Military Services can tailor to shape and structure ROTC units to meet their unique needs.

Given the importance of these initiatives, together with our previously announced Force of the Future initiatives, the Deputy Secretary of Defense and the Vice Chairman of the Joint Chiefs of Staff will meet periodically with the Services and DoD civilian leadership to ensure effective implementation.

A handwritten signature in black ink that reads "Ash Carter". The signature is fluid and cursive, with the first name "Ash" and last name "Carter" clearly distinguishable.

Attachment:
Fact Sheet

cc:
Deputy Secretary of Defense