



DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY MANEUVER CENTER OF EXCELLENCE
COMMAND AND TACTICS DIRECTORATE
1 KARKER STREET
FORT BENNING, GEORGIA 31905-5000

REPLY TO
ATTENTION OF

ATZB-CTD

01 October 2019

MEMORANDUM FOR Active Component Maneuver Captains Career Course Students

SUBJECT: Active Component Maneuver Captains Career Course Policy Memorandum and Individual Student Assessment Plan (ISAP)

1. REFERENCES.

- a. AR 12-15, Joint Security Cooperation Education and Training, 03 JAN 11.
- b. AR 135-175, Separation of Officers, 29 NOV 17.
- c. AR 350-1, Army Training and Leader Development, 10 DEC 17.
- d. AR 350-100, Officer Active Duty Service Obligations, 26 SEP 17.
- e. AR 600-9, The Army Body Composition Program, 28 JUN 13.
- f. AR 600-20, Army Command Policy, 06 NOV 14.
- g. AR 623-3, Evaluation Reporting System, 04 NOV 15.
- h. AR 600-8-24, Officer Transfers and Discharges, 12 APR 06.
- i. DA PAM 623-3, Evaluation Reporting System, 10 NOV 15.
- j. TRADOC Regulation 350-10, Institutional Leader Training and Education, 12 AUG 02.
- k. TRADOC Regulation 350-18, The Army School System, 1 MAY 2018.
- l. MCoE Regulation 210-5, Garrison Regulations, 16 MAR 15.
- m. MCoE Regulation 10-10, Garrison and Fort Benning Organizations and Functions, 15 MAY 17.
- n. MCoE Policy Memorandum 10-10-1, Designation of Course Convening Authorities and Final Appellate Authorities for Maneuver Center of Excellence Resident Training Courses, 17 JAN 19.
- o. USAIS Regulation 351-10, Resident Academic Policies and Records Administration, 01 JAN 02.
- p. CATD Test Control and Accountability Memorandum, 24 FEB 16.
- q. Order of Merit List (OML) Policy Letter, 13 JUL 17.

2. PURPOSE. To prescribe academic policies, procedures, and responsibilities for administration of students enrolled in the Maneuver Captains Career Course (MCCC) enforced by the course convening authority, the Chief of Tactics, Command and Tactics Directorate (CATD).

3. GENERAL. The MCCC prepares students for maneuver company command and staff responsibilities. The MCCC is the premier leader development course at the Maneuver Center of Excellence (MCoE). The MCCC focuses on educating students to master the fundamentals of combined arms war fighting at the tactical level. It uses small group instruction and guided experiential learning to educate students on how to think on the battlefield and succeed as future company commanders and staff officers. The principal evaluation tool is oral evaluation which provides students immediate feedback and assesses student tactical decision-making thought processes and abilities. Students are evaluated on their ability to visualize company-level tactical operations and communicate their visualization orally and in writing; mastery of the Troop Leading Procedures (TLPs); Unit Training Management (UTM); performance as battalion level staff officers in the Military Decision Making Process (MDMP); application of the fundamentals of battalion through brigade level operations; mastery of written and oral communication skills; and through accession and education, further develops Human Performance to lead a maneuver

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company by setting a high standard in Health and Skill related components of fitness. Finally, MCCC ensures and develops care for Soldiers and Families as well as encourages community outreach within the course.

- a. Director, CATD: Serves as the CG's lead for all aspects related to the MCCC and Combined Arms instruction to enhance the combat effectiveness of the current and future maneuver force. The Director, CATD is the Appellate Authority (the appeal authority for the Course Convening Authority) for the MCCC.
- b. Chief of Tactics (CoT): Provides oversight on all tactical instruction for the MCCC, using small group instruction methods and Army learning concepts. The Chief of Tactics is the Course Convening Authority (CCA) (who is authorized to adversely relieve, administratively relieve, recycle, suspend, or approve causal status or early release for students of a specific course. The Course Convening Authority also may declare students as graduates or non-graduates) for the MCCC.
- c. Team Chief: Coordinates and supervises the preparation and execution of the program of instruction for the active component MCCC to ensure doctrinally correct, effective, and quality instruction. Serves as the senior faculty advisor to the students. Evaluates, counsels and mentors students to develop them into competent and mature maneuver leaders.

4. PRE-COURSE STUDY RECOMMENDATIONS. Students should note that previous editions of MCCC course materials, practice examinations, study guides, quizzes and tests, et cetera are not endorsed by MCCC and may not accurately reflect current doctrine, references, symbology, and testable material. Students should refer to the MCCC website at <https://www.benning.army.mil/mcoe/dot/mc3/> to assist their preparation for the course. In particular, the entrance exam study guide provides a list of doctrinal publications and concepts that greatly assist course preparation.

5. ENROLLMENT REQUIREMENTS. U.S. Army students, U.S. Marine students, and international officers are assigned to B/3-81 AR (Provost Battalion), the Marine Detachment, and C/3-81 AR (Provost Battalion) respectively.

- a. MCCC Entrance Examination. Students take an entrance examination within the first two weeks of the course. Active duty U.S. Army students who fail the entrance examination do not enter into the course.
- b. MCCC Entrance Army Physical Fitness Test. All U.S. students must pass the Army Physical Fitness Test (APFT) and meet body composition standards in accordance with AR 600-9, The Army Body Composition Program. Officers on temporary profile and unable to meet this requirement may not enroll. Officers on permanent profile may enroll with an official military profile (DA 3349) from their assigned unit and conduct an alternate cardiovascular event in accordance with FM 7-22. A record APFT and height and weight screening typically take place within the first three days of the course. Students who fail either the APFT or height and weight screening may be subject to flagging actions and will be required to pass both prior to attempting MCCC again. Active duty U.S. Army students who fail the entrance APFT and/or height weight screening are not entered into the course.

6. ACADEMIC POLICY.

- a. Grading and Evaluation Standards. Academic proficiency is assessed on a point scale maintained by class within a grade book. A student's academic average upon graduation is based on a cumulative average for all graded events conducted during the course. Students must complete all course critical events unless granted an exemption under the provisions of paragraph 9f of this memorandum. The

minimum passing score for all examinations is 70 percent. Only course critical events will be retested. One retest will be authorized after retraining. The maximum attainable score on a retest for purposes of computing the student's academic average is 70 percent, regardless of the retest score. It is the student's responsibility to attend all scheduled retests. Students who fail or have an unexcused absence for a retest may be referred to a faculty board and subsequently declared non-graduates. In exceptional cases, students may request an exception to policy for additional retests of a course critical task from the Chief of Tactics through the Team Chief.

b. Course-Critical Events. Certain events are course-critical, meaning successful accomplishment of these events are required to graduate. Students who fail any course-critical event will retest once after a period of re-training. Failure to achieve a passing grade after one retest on any course-critical event will result in the student being declared academically deficient (see figure 6-1). Course-critical events are:

(1) Pass the Record APFT and Height and Weight Screening executed approximately one month prior to graduation. In accordance with AR 350-1, paragraphs 3-13c and 3-13d, students must pass the APFT and height and weight screening in accordance with current Army standards to graduate in an academically proficient status. If a student fails the record APFT and/or height and weight screening, the student will have no less than seven days and no more than 24 days to take a retest and/or re-screening. Students who subsequently fail to meet physical fitness and/or height and weight standards are removed from the course and receive a DA Form 1059 (Service School Academic Evaluation Report) with Part IIIa annotated "Failed to Achieve Course Standards". A student who must take a retest and subsequently passes is only eligible to receive 60 percent of the points assigned to the APFT within the grade book, regardless of score.

(2) Pass Battle Forge Practical Examination. Students must plan and brief a company/team level operations order in a time constrained environment in accordance with standards outlined in ADRP 5-0 and class discussion. This examination is an individual event. To graduate, students must achieve a "GO" on this OPORD. Students who fail Battle Forge will be afforded one retest opportunity. The retest OPORD briefing will be conducted before a panel of three Small Group Leaders (SGLs). The maximum attainable score on a retest for purposes of computing the student's academic average is 70 percent. The Chief of Tactics, CATD declares students who fail the Battle Forge re-examination academically deficient and take further action as outlined.

(3) Pass Battle Analysis Writing Assignment. Students must pass the Battle Analysis Writing Assignment with a 70 percent grade to graduate, as evaluated by the Communicative Skills Branch. Upon notification of failure, students will receive one-on-one feedback from their Communicative Skills Branch Instructor. Following the feedback session, students have seven (7) working days from the date of receipt of feedback to complete their rewrite. In the event of subsequent failures, the Chief of Communicative Skills Branch will review the rewrite and validate the failure. Once validated, the Chief of Communicative Skills Branch will forward both the student's original Battle Analysis and the rewrite to the Chief of Tactics for action.

(4) Pass MCCC Final Battalion and Company Phase Comprehensive Examination. Students must demonstrate a comprehensive mastery of all Company and Battalion Phase instruction covered with a score of 70 percent or greater.

c. Appeals process. In cases where the Course Convening Authority (CCA, Chief of Tactics) decides to relieve or recycle a student, the student will be notified by the CCA and can appeal the decision to the Appellate Authority (Director, CATD) through the CCA. To do so, the student must acknowledge receipt of the CCA's notification memorandum and indicate his intent to appeal (see USAIS 351-10).

The student then must submit any evidence to substantiate the appeal to the Appellate Authority through the CCA. Students will be given seven duty days from the day they receive formal notice of the CCAs action to submit matters for appeal. The CCA must review the appeal and may respond to any issues raised by the student. If the CCA chooses to respond, the CCA will provide the response either verbally or in a written counseling. The appeal, and any response the CCA chooses to give, will then be forwarded to the Appellate Authority for final action (see figure 6-2).

d. Graded Events.

(1) Overall Combined Arms Operations Assessment. The SGL evaluates each student on his/her ability to develop sound tactical plans through the application of the TLPs, MDMP, Intelligence Preparation of the Battlefield (IPB), applicable doctrine, and proven techniques. The SGL assesses the student's overall performance for combined arms operations as "GO" or "NO-GO" for each phase of the course, based upon briefings, written products, quizzes, and Professional Officer Qualities (POQ). To receive a "GO", a student must have at least a 70 percent overall Grade Point Average (GPA) prior to the administration of the Battle Forge examination.

(2) Quizzes. Quizzes examine the student's ability to understand and apply doctrinal concepts and are conducted for all modules of the course. No individual quiz is a course critical event and individual quiz failure will not result in a student being declared academically deficient. However, each student must maintain an overall minimum quiz average of 70 percent at the end of each phase of the course. Failure to maintain this average will result in the student being declared academically deficient and result in referral to the Chief of Tactics, CATD for final disposition.

(3) Company Operations Orders (OPORDs). Each Company Phase module of instruction culminates with students applying doctrinal lessons by planning and briefing a company/team operations order to an SGL and audience of their peers in accordance with standards outlined in ADRP 5-0 and class discussion. Following the OPORD briefing, SGLs will give verbal after action reviews, with OPORD students present, to improve future student performance. Students who fail any of the four critical tasks for an OPORD briefing will receive retraining before re-briefing their order. The critical tasks for the operation orders graded by the SGL are 1) Integrates the significant conclusions of terrain and civil considerations into plan, 2) Integrates significant conclusions of the enemy into a synchronized friendly plan, 3) Briefs a tactically sound, synchronized plan that achieves the decisive point and purpose and 4) Demonstrates the ability to communicate in a way that is thoroughly understood and inspires confidence in subordinates. Re-briefs are assessed by an SGL with the highest score possible being a 70 percent. While Battle Forge is the only Company Phase OPORD that is a course-critical event, students who fail to pass at least one Company Phase OPORD (excluding A1) with a first time GO are considered academically deficient. The Team Chief will refer such students to the Chief of Tactics, CATD for disposition as outlined below in figure 6-2.

(4) Staff Briefs. Each Battalion Phase module of instruction culminates with student staff groups applying doctrinal lessons by planning a battalion/task-force operation and conducting applicable briefings to their SGL and/or a field-grade seminar mentor in accordance with the MDMP. SGLs will evaluate both the staff group and individual performance based on guidance outlined in FM 6-0 and ADRP 5-0 for MDMP.

(5) Unit Training Management. Throughout the UTM module students will apply doctrinal concepts to construct a unit training plan and conduct appropriate briefings to their SGL and/or field-grade seminar mentor. These briefs and students' overall training plans will be evaluated

based on concepts contained in ADRP 7-0 and FM 7-0. Students' understanding will also be assessed through a UTM module quiz and brief.

(6) Communicative Skills Exercises. Communicative Skills is an integral part of the MCCC and is designed to help you improve your professional writing as an officer. Communicative Skills is course critical. U.S. students must pass the graded written assignments, excluding the Battle Analysis written assignment, with an overall average of 70 percent or greater. With the exception of the Battle Analysis written assignment, no individual assignment is a course critical event and individual assignment failures will not result in a student being declared academically deficient. However, each student must maintain an overall minimum communication skills average of 70 percent. These assignments are individually graded but entered as a combined score for academic percentage purposes. The Battle Analysis written assignment is course critical and students must score 70 percent or higher. Students must rewrite all failing individual assignments. Performance will be recorded on the AER.

(a) Grading. Student's evaluations are summative and holistic, using the information from classes, handouts, feedback, and the items listed on the grade sheet, and the Army Writing Standard (AR 25-50, 2013, Para 1-36). Once Communicative Skills Instructors finish grading student papers, the Chief of the Communicative Skills Department validates all papers receiving grades of 50 percent (Failing), 70 percent (Marginal), and 100 percent (Outstanding).

(b) Second Looks. If a student receives a graded paper and would like a review of the grade, that student may submit the paper to the Team Chief and routed to the Chief of the Communicative Skills Branch for a second look. If the student still believes the paper was graded unfairly or incorrectly, the final appellate authority is the Chief of Tactics.

(c) Feedback. It is a student's responsibility to seek out feedback from his or her specific instructor prior to the submission of a paper, or following the receipt of a graded paper, specifically in the event of a failing paper.

(7) Professional Officer Qualities (POQ). POQ are used to evaluate a student's performance and attitude outside of his/her academic examination scores. POQ points are assigned at the end of Company and Battalion phases, and together represent five percent of a student's overall grade point average. Students will be assessed on their POQ in the areas of class participation, peer leadership, and discipline. The rubric for this assessment will be standardized for each class and briefed during 1st Battle.

(8) Human Performance. All students will participate in the MCCC Human Performance program. The beginning of the program will consist of briefs by subject matter experts and SGL led instruction on the Maneuver Performance Triad, to lay the educational foundation of Human Performance. Additionally, students will conduct initial physical assessments during the first two weeks of MCCC. During the remainder of Company Phase, SGLs will lead physical fitness for all students every training day, based on a program developed by the SGL that will include strength, endurance, mobility, work capacity, and combat focused PT sessions. At the end of the phase, students will undergo the same assessments to measure their own improved performance. Once the student enters Battalion Phase, students will break down into smaller groups inside their seminar, and develop their own physical fitness program. These programs will be vetted by their Battalion Phase SGL, but conducted by the small groups. At the end of the course, all students will conduct a week of final assessments and Army Combat Fitness Test (ACFT) worth a total of 100 points towards their overall grade.

e. Student Participation.

(1) Physical Fitness. Students and SGLs conduct Physical Readiness Training (PRT) every day IAW FM 7-22. This will incorporate education of the Performance Triad (P3) and multiple assessments through the Fort Benning Wellness Center. Students also participate in the Ultimate Football League (UFL) as part of the MCCC physical fitness program during Company Phase. U.S. students over the age of 40 must complete a cardiovascular screening in accordance with AR 40-501 (Standards of Medical Fitness).

(2) International Military Students (IMS). In accordance with AR 12-15, IMS must attend all instruction, seminar events (to include physical readiness training), and take all examinations unless specifically exempted by the Chief of Tactics, CATD. They may use a paper translation dictionary during quizzes and examinations, but it may not contain any added notes. Using a paper translation dictionary with added notes during a quiz or examination constitutes a breach of the USAMCoE honor code. The IMS will not be accountable for quizzes relating to instruction missed during official travel with the International Military Student Office (IMSO), they will receive constructive credit for applicable questions. Departments will offer the missed instruction on a voluntary basis to the IMS upon their return. To graduate the course IMS must complete all course critical tasks except the Battle Analysis writing assignment while abiding by the USAMCoE honor code.

(3) Multi-Echelon Leader Development (MELD). Some students will have opportunities to exercise leadership in a live or simulated environment. These training opportunities will involve students from organizations across the MCoE and allow MCCC students to participate as key leaders in a tactical scenario. Additionally, students will participate in professional development events focused on junior leaders.

f. Student Proficiency Definitions and Graduation Requirements.

(1) Academically Proficient. Students who have passed all course-critical events and have achieved an academic average of 75 percent or greater are considered academically proficient. These students will graduate and receive an Academic Evaluation Report (AER) reflecting that they have either achieved or exceeded course standards.

(2) Academically Marginal. Students who have passed all course-critical events and achieved an academic average greater than or equal to 70 percent but less than 75 percent are considered academically marginal. These students will graduate and receive an AER reflecting that they have marginally achieved course standards.

(3) Academically Deficient. Students who have an academic average of less than 70 percent, have failed all Company Phase OPORDs, or have failed the retest of any course-critical event are considered academically deficient. The Team Chief will refer academically deficient students to the Chief of Tactics, CATD, for disposition. The Chief of Tactics may convene a faculty board which may recommend one of the following: declare the student a non-graduate with relief from the course, recycle the student into another class, or retrain and retest the student as an exception to policy. The Chief of Tactics will consider the student's record, SGL, and Team Chief recommendations, and written or verbal comments from the student as applicable. The academically deficient student's AER will reflect either a failure to achieve or a marginal achievement of course standards with applicable comments concerning the circumstances of the referred report.

(4) At any time prior to graduation, the Chief of Tactics may refer USAMCoE students to a faculty board based upon academic shortcomings (including academically marginal and academically deficient students), leadership deficiencies, disciplinary problems, acts of misconduct, honor violations, lack of motivation, lack of adaptability, or otherwise failing to satisfy standards for graduation. All students will be referred to faculty boards prior to final action by the Chief of Tactics to adversely relieve those students (see USAIS 351-10).

(a) Adverse Relief. These students must be referred to a faculty board prior to the CCA relieving the students for any of the following reasons: academic deficiency, leadership deficiency, disciplinary problems, acts of misconduct, honor violations, lack of motivation, lack of adaptability or otherwise failing to satisfy standards for graduation.

(b) Administrative Relief. Students are administratively relieved when necessitated by student illness, injury, compassionate grounds, or other reasons beyond the student's control.

(c) Recycle. Students are recycled when they have not met academic standards for graduation, but where their continuation in MCoE courses of instruction is justified under the "whole person" concept. IAW Paragraph 11 of this policy, students may recycle this course once. Any student who recycles the course will receive a "ZA" code within their DA Form 1059 in Part IIe2.

g. Recognition of Academic Excellence. Students who significantly excel will be appropriately recognized at graduation with awards and/or appropriate notation on the DA Form 1059 (Service School Academic Evaluation Report).

(1) Distinguished Graduates. The Team Chief will select one U.S. student and one IMS student from the Commandant's List as the Distinguished Graduate and Distinguished International Graduate, respectively. These individuals will have achieved the highest overall score throughout the course in their respective categories.

(2) Commandant's List. The Commandant's List recognizes exceptional performance during MCCC and is limited to the top 20 percent of the U.S. student population. The MCCC cadre selects students for the Commandant's List based upon both academic performance and SGL appraisal of the whole person concept. A student is ineligible for the Commandant's List for unprofessional or undisciplined behavior, first time failure of any course-critical event, academic average of less than 75 percent, and/or a previous course attempt.

(3) International Military Student Commandant's List. The IMS Commandant's List recognizes exceptional performance during MCCC and is limited to the top 20 percent of the IMS student population. The MCCC cadre selects students for the Commandant's List based upon both academic performance and SGL appraisal of the whole person concept. A student is ineligible for the Commandant's List for unprofessional or undisciplined behavior, first time failure of a course-critical event, academic average of less than 75 percent, and/or a previous course attempt.

(4) Distinguished Writer Award. The Chief of Tactics will select the MCCC Distinguished Writer based on the recommendation from the Communications Skills Branch.

(5) Colonel Ralph Puckett Leadership Award. The MCCC presents the Colonel Ralph Puckett Leadership to the student who has demonstrated exceptional leadership traits throughout the course. Team Chief selects the recipient based on the recommendation from the SGLs.

(6) Iron Mike Award. The MCCC declares the student (or students if a team event) with the highest score during the Iron Mike competition as the class “Iron Mike.” The standards of the competition are outlined during each class as the competition may vary based on location, resources, et cetera.

(7) The Captain Travis Patriquin Award. The MCCC presents the Captain Travis Patriquin Award to the MCCC graduate who has distinguished themselves as a critical and creative thinker, possessing the written skills and abilities to convey the complexities of a dynamic Operational Environment clearly and concisely. The Director, Chief of Tactics, CATD Sergeant Major selects the recipient from several nominees based on various criteria including, the application of Army doctrine, quality research, original thought, analysis, significant insights, and contributions to the Army Profession or Maneuver Force.

h. AC-MCCC Point Allocation.

Event (* denotes course critical)	Percentage	Points
OPORDS (* Battle Forge)	30%	600
* Company and Battalion Final Comp Exam	12.5%	250
Quizzes (CO/BN Phase)	12.5%	250
Staff Briefs	16.25%	325
UTM / Staff Ride	6.25%	125
Communications Skill (*Battle Analysis)	10%	200
Human Performance (*APFT)	5%	100
POQ	7.5%	150
Total	100%	2000

7. ACADEMIC COUNSELING. At a minimum, SGLs will counsel students for an initial, mid-company phase, mid-course, mid-battalion phase and end of course counseling. Counseling will serve as the primary means for SGLs to communicate performance, direction, and mentorship for students throughout the course.

a. Academic Counseling.

(1) SGLs provide initial counseling during “First Battle” and “Second Battle” to ensure each student understands the course requirements and policy adherence expectations. Additionally, SGLs must perform event-oriented counseling when appropriate to include, but are not limited to, unexcused student absences, failure of an examination, failure of a hands-on performance evaluation, failure of a course-critical assignment, and any suspected act of misconduct. These counselings will be considered in the event of a Faculty Board and/or in the assignment of POQ points.

(2) SGLs provide a mid-phase counseling during both Company and Battalion phases to inform students on their academic standing. Additionally, each student will receive an end of phase counseling that accounts for their performance on each graded event as well as their overall GPA. SGLs will provide a separate academic based counseling in the event that a student fails any

graded event. The counseling will include the retraining plan and inform the student of re-test procedures as necessary.

8. HONOR CODE. This honor code applies to all USAMCoE courses of instruction: *a Soldier will not lie, cheat, steal, or tolerate those who do*. Any student who knows of an honor code violation but fails to report it also commits an honor code violation. Any student found guilty of an honor code violation by a faculty board may be relieved from the course by the Chief of Tactics and may face disciplinary action as well.

a. Definitions.

(1) Lie. Lying includes deliberately deceiving another by stating an untruth or by any direct form of communication to include the telling of a partial truth and the vague or ambiguous use of information of language with the intent to deceive or mislead.

(2) Cheat. Cheating includes such acts as plagiarism (presenting someone else's ideas, words, data, or work as one's own without documentation), using unauthorized notes (for example copies or answer keys of current or previous exams), or any other action that allows the gain of an advantage to which others are not entitled (for example continuing to write following the command to cease work). All examples presented in this definition are meant as illustration of concepts, rather than an all-inclusive list of cheating activities.

(3) Steal. Stealing includes the wrongful taking, obtaining, or withholding by any means from the owner or proper authority any articles, personal property, government property, or intellectual property, with the intent to permanently deprive the item from the owner or appropriate it for one's own use.

(4) Tolerate those who do. Toleration includes failure to report a potential honor code violation to a proper authority within a reasonable length of time. Proper authorities include any MCCC Cadre members, chain of command members, or members of the student class leadership.

b. Explanation. The honor code does not stifle individual academic freedom or deny sharing of knowledge or interaction with fellow students. Instructors will inform students when they are permitted to work together to complete an examination, evaluation, or assignment. As a general rule, any work for which academic points are awarded is individual work. The SGL is the approval authority for allowing exceptions to this rule.

c. Plagiarism. Plagiarism occurs when a student borrows written material from another writer but fails to credit the original writer with the work. When a plagiarized paper is presented to a USAMCoE instructor, it deceptively leads the instructor to believe the writing is the student's product when, in reality, it was written by someone else. Such deception violates the USAMCoE Honor Code. If the instructor concludes that a student committed plagiarism on an examination or assignment, the instructor will forward all available evidence through the chain of command to the course convening authority for disposition.

d. Violations. Honor code violations are punishable under various provisions of the Uniform Code of Military Justice. The Chief of Tactics may refer students to an Academic Faculty Board for the offense in accordance with USAIS Regulation 351-10. The procedures for violations are as follows:

(1) Both students and instructors must report suspected honor code violations to the SGL and Team Chief of the student concerned. The first-line supervisor receiving the report will collect all

available evidence, including witness statements, and immediately forward this information through the academic chain of responsibility to the Chief of Tactics.

(2) If, after reviewing all available evidence, the SGL or Team Chief, believes an honor code violation has occurred, they will immediately refer the matter to the Chief of Tactics with their recommendation. Team Chiefs forward a comprehensive written report of the investigation, to include witness statements to the Chief of Tactics within two (2) business days of the conclusion of the inquiry.

(3) Upon receipt and review of the suspected honor code violation, the Chief of Tactics may refer the student concerned to a faculty board using the procedures outlined in paragraph 12g, USAIS 351-10. Before the Chief of Tactics refers the student to a faculty board, he will notify the student in writing that he/she is suspected of committing an honor code violation, that the Chief of Tactics is referring him/her to a faculty board, and that the faculty board may recommend that the Chief of Tactics relieve the student from the course. If declared a non-graduate by the course convening authority, the student shall receive an adverse AER reflecting the honor code violation.

(4) In cases where a faculty board recommends relief of an IMS to the Chief of Tactics, the decision to adversely relieve the IMS is subject to final approval by the Security Assistance Training Field Agency (SATFA). The Chief of Tactics is also responsible for notifying SATFA, via IMSO, as soon as he suspects the student of an honor code violation.

9. ABSENCES.

a. Students. Students must attend all scheduled classes and training events unless they are on approved leave or pass.

(1) For U.S. Army students, the CDR, B/3-81 is the approval authority for all leave. SGLs may approve a pass for four hours or less. Team Chiefs may approve a pass for more than four hours and up to two days. Passes for weekends or holidays are routed through the SGL and approved by the company commander.

(2) IMS will follow the same procedures for leave and passes as U.S. students. The CDR, C/3-81 will approve a request for leave or pass with the following stipulations: IMS will submit requests for pass or leave seven days in advance and will include the time frame, justification, training missed, exact pass location, and telephone number. The request will include a recommendation from the SGL. IMS may request an authorized absence through their SGLs and Team Chief to observe up to two national holidays such as the IMS's Armed Forces Day and Independence Day. The IMSO commander may deny the request based upon the IMS's academic progress in MCCC.

(3) Students are prohibited from missing more than four hours of instruction without approval. The Chief of Tactics approves requests for missing more than two days of instruction. The Chief of Tactics may relieve students from the course on compassionate grounds without adverse effect that are unable to meet the course standards for reasons such as emergency leave. Such students may return to the next available class.

b. International Military Students. Except for bona fide emergencies, IMS will attend all scheduled classes unless the training schedule stipulates otherwise. Exceptions noted on the training schedule include training not pertaining to IMS as defined by MCoE and mainly include classified briefings. The IMSO commander may authorize IMS excused absences from scheduled instruction to attend

scheduled informational program activities coordinated by the IMSO. IMS will not be responsible for material presented during that period of absence.

(1) **IMS Physical Training.** In accordance with paragraph 10-30(b), AR 12-15, Joint Security Assistance Training, IMS shall participate in all scheduled physical training. Also in accordance with paragraph 10-30, IMS do not need to pass the APFT as a graduation requirement; however, this does not preclude administering the APFT to IMS in all MCoE resident courses. The APFT counts for course points for IMS in the same manner as for U.S. students as outlined above. The IMSO commander will ensure that IMS age 40 and over complete cardiovascular screening and receive medical clearance before participating in physical training.

c. **SGLs will take accountability each duty day at PT or at the first POI event in cases that the POI event is executed in the place of PT.** All students, regardless of a profile status, are required to be present for accountability unless excused by the SGL for a medical appointment. Upon the completion of accountability, students will execute PRT within the limits of their profile.

d. **Religious Accommodation.** The USAMCoE accommodation for all students' religious practices shall comply with the provisions of paragraph 5-6, AR 600-20, Army Command Policy. Army policy is to accommodate religious practices when they will not have an adverse impact upon the military mission, to include the training mission. AR 600-20 encourages unit commanders to accommodate the unique religious worship requirements of their Soldiers, including IMS, when mission requirements permit. However, accommodation of a student's religious practices cannot be guaranteed at all times, but must depend on military necessity. SGLs or Team Chiefs may need to deny requests for accommodation of religious practices if they conflict with critical training events, including written examinations or hands-on performance evaluations, which are course-critical.

e. **Make-Up Instruction Due to Excused Absences.** The student, not the academic directorate, is responsible for making up academic instruction prior to an examination. The student can arrange make-up instruction by contacting the particular directorate or instructor and requesting material or supplemental instruction. Assistance may be in the form of issued instructional material or informal directorate highlights of key training objectives. SGLs are not required to re-teach missed classes, nor will SGLs reschedule written examinations or hands-on performance evaluations solely because a student missed periods of instruction.

f. **Excused Absences from Written Examinations, Hands-on Performance Evaluations, or Course-Critical Assignments.**

(1) Students must make up missed written examinations, hands-on performance evaluations, and course-critical assignments. The student must coordinate with the appropriate academic instructor for scheduling the make-up examination, evaluation, or assignment within 24 hours of returning to duty. Students returning to duty on weekends or holidays will contact their SGLs prior to 1200 on the next scheduled class day. SGLs are not responsible for contacting students. Any student who fails to contact his/her SGL within the prescribed time will receive a zero or NO-GO score for the examination, evaluation, or assignment and may be referred to the Chief of Tactics for possible administrative action.

(2) The Chief of Tactics may excuse individual students from making up written examinations, hands-on performance evaluations, or assignments missed due to authorized absences. If excused, the points missed will be removed from the student's possible total, so as to neither punish nor give the student an unfair advantage due to the absence. As the course convening authority, only the Chief of Tactics is authorized to grant this credit.

(3) Students who do not participate due to an excused absence must reschedule the examination, evaluation, or assignment as outlined above.

g. Unexcused Absences from Written Examinations, Hands-on Performance Evaluations, or Course-Critical Assignments. Students absent from an examination, evaluation, or course critical assignment due to an unexcused absence will receive a grade of zero or "NO-GO" for the evaluation or assignment. Students who receive a zero or "NO-GO" due to an unexcused absence may be referred to the Chief of Tactics for possible administrative or disciplinary action.

i. Unqualified Resignations: Students should reference AR 350-100 and USAIS 351-10. Students who wish to submit an Unqualified Resignation (UQR) during the MCCC must submit a written request for voluntary relief from the course of instruction through the academic chain of command to the CCA. The student will attach the resignation to the request for relief. Following the request for relief, the Chief of Tactics will make a determination as to whether or not a student will remain in the course.

10. ACADEMIC EVALUATION REPORTS (AERs). Under the provisions of AR 623-3 and DA PAM 623-3 SGLs will prepare an AER for each student in their seminar showing whether the student far exceed standards, exceeded standards, met standards, or did not meet standards in all evaluated areas. SGLs will provide comments that articulate the capabilities and/or limitations of the student, including significant achievements or deficiencies. The Team Chief (Reviewing Official) will complete the AER for each student showing class standing and overall academic achievement: Commandant's List, Superior Academic Achievement, Achieved Course Standards, or Failed to Achieve Course Standards. Team Chief comments on potential will orient on suitability for future service as a company commander, battalion staff officer, brigade staff officer. The overall narrative should assist gaining commanders in understanding how best to employ and/or develop each MCCC graduate. Additionally, the report will indicate whether the student meets standards for body composition, physical fitness and fully supports SHARP, EO, and EEO. The procedure for AERs is as follows:

a. SGLs prepare and Team Chiefs review AERs. The rating chain will complete AERs in accordance with AR 623-3. Team Chief (Reviewing Official) distribute student copies of AERs, typically following graduation, as part of student sign out procedures.

b. Communicative Skills performance will be reflected on each student's AER. Part III, Written and Oral Communications, will be annotated as such based on average of Communication Skills requirements:

(1) Superior: Average of 90 percent and above.

(2) Satisfactory: Average of 75 percent to 89.99 percent.

(3) Marginal: Average of 70 to 74.99 percent. If a student falls in this category, remarks of "Students completed the Communicative Skills requirements but did so in a marginal manner" will be included in Part III on the AER.

(4) Unsatisfactory: Average below 70 percent.

c. Referred Reports. SGLs refer AERs containing adverse or derogatory information to the rated individual for acknowledgement and/or comment in accordance with procedures outlined in AR 623-3, paragraph 3-28 and DA PAM 623-3, paragraph 2-28. SGLs must fully explain the circumstances related to the adverse or derogatory information on the AER in Part IIIb, comments. All adverse AERs will be signed by the Chief of Tactics as the Reviewing Officer. Following the student signature, the AER will be reviewed by the Director, CATD IAW AR 623-3.

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d. Administrative Relief. Students relieved from a course of instruction for administrative rather than adverse reasons (i.e. medical, compassionate, or hardship reasons) will receive an AER with released early (no fault of student). SGLs need not refer the report to the rated individual.

e. International Military Students. The IMSO commander prepares evaluation reports for IMS on DA Form 3288-R, Academic Report Foreign Student Attending Service Schools, in accordance with AR 12-15. The IMSO commander will prepare reports using available academic records and comments from faculty advisors or the designated rating officials. The IMSO commander uses the DA Form 1059 prepared by the SGL for providing input to the IMSO.

11. MULTIPLE COURSE FAILURES. Students that are recommended for recycle more than once due to failure of a course critical requirement, who fail to enter more than one course due to failure of an entrance requirement or who fail to enter a course and then are recycled from a subsequent course will immediately be referred to a Faculty board. Per AR 600-8-24, these students will be considered Professional Military Education failures and may be recommended for a show cause board.

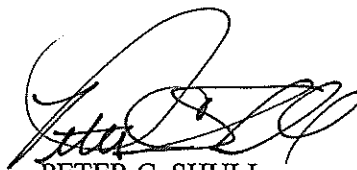
12. OPEN DOOR POLICY. An open door policy allows members of the organization to present facts, concerns, and problems of a personal or professional nature or other issues that the student has been unable to resolve. Following administrative actions or events that students wish to be brought to the attention of a student's superiors, IAW AR 600-20, it is recommended that the students utilize the selected chain of command in succession. Students should provide the opportunity to their chain of command to resolve any issues at the lowest level (see figure 12-1). The appropriate flow of the open door policy is through the academic chain of command starting with the seminar SGL, to the Team Chief, through the Chief of Tactics, to the Director, CATD and then higher if necessary (see figure 12-1). The goal and expectation is that issues are resolved at the lowest level. No student will be denied access to the open door policy. The student's administrative chain of command is the SGL, to the Team Chief, Bravo Company Commander, 3-81 AR Battalion Commander, the 199th IN Brigade Commander, and then higher if necessary.

13. MCCC PRE-RANGER PROGRAM.

a. All MCCC students who wish to attend Ranger School following MCCC graduation must complete the MCCC Pre-Ranger program. Failure to complete the program will preclude endorsement of the student for attendance at either RTAC or Ranger school by the Chief of Tactics or Director, CATD.

14. POINT OF CONTACT. The point of contact for this memorandum is CPT Markus J. Artreche at markus.j.artreche.mil@mail.mil.

_____,
Student, MCCC



PETER C. SHULL
COL, IN
Director, Command and Tactics Directorate

Figure 6-1

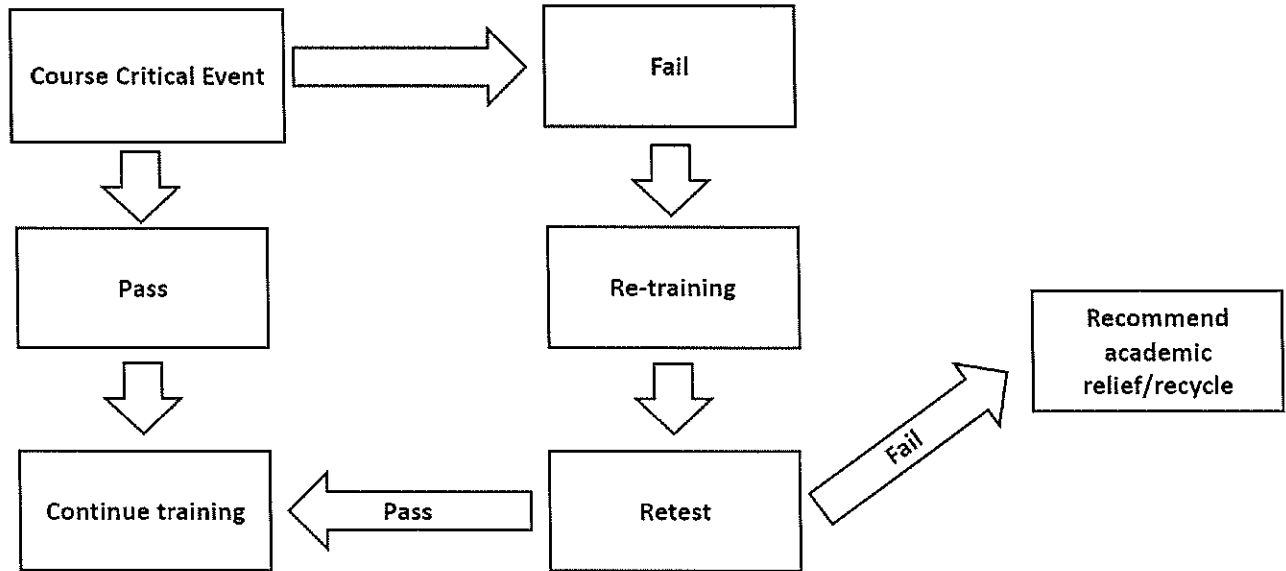


Figure 6-2

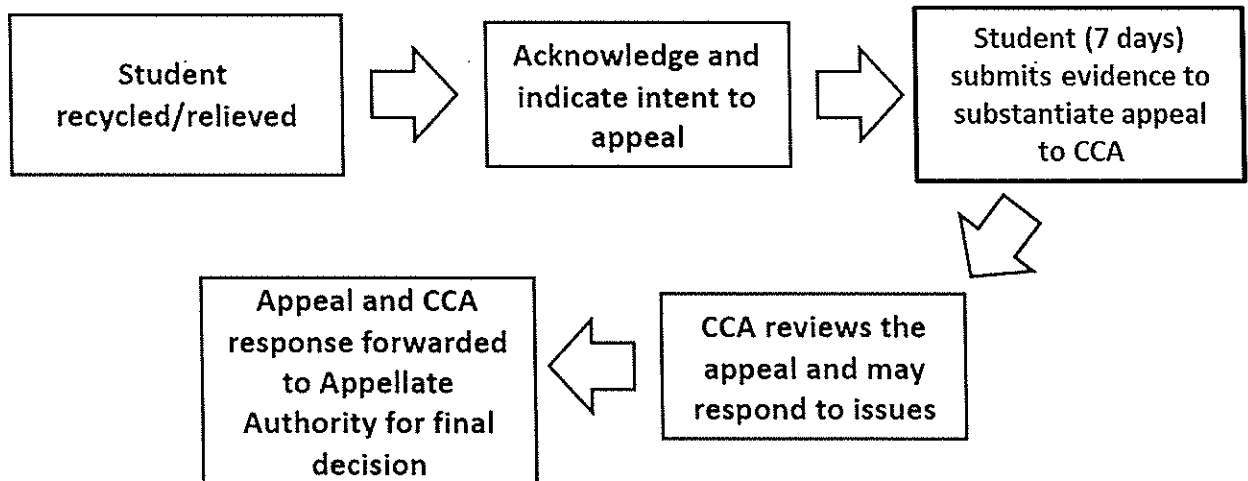


Figure 12-1

