CHAPTER 3

THE ARMY SCHOOL SYSTEM
PROFESSIONAL DEVELOPMENT BRIGADE SCHOOLS
CLASSROOM PLANNING, INSTRUCTIONAL MATERIAL AND SUPPORT

SECTION I. CLASSROOM PLANNING

1. POLICIES

a. AR 350-1 - Army Training and Education, 9 April 2003

b. AR 135-155 - Promotion of Commissioned Officers, 12 Jul 04

c. AR 350-10 - Management of Army Individual Training Requirements and Resources, 14 Sep 90

d. AR 600-9 - All Ranks Personnel Handbook (Ht/Wt Standards, Body Fat Standards), 10 Jun 87

e. AR 350-41 - Training in Units

f. FM 21-20 - Physical Fitness Training (Temporary/Permanent Profiles), 30Sep92 w/Chg 1-1Oct98

g. TR Reg 350-70 - Training Development Management, Processes and Products

h. TR Reg 351-10 - Institutional Leader Education and Training

i. TR Reg 350-18 - Training - The Army School System (TASS)

j. Army Distance Learning Plan (ADLP), 3 April 1996

k. TRADOC Operational Directive 1-96, 12 August 1996

l. TRADOC Policy memorandum (17 Sep 96) for Training Via Video-Teletraining (VTT)

m. DA Pamphlet 600-3 - Commissioned Officer Development and Career Management

n. DA Pamphlet 351-4 - U.S. Army Formal Schools Catalog

o. DA Pamphlet 351-20 - Army Correspondence Course Program Catalog

p. CGSC Circular 350-3 - CGSC's Non-Resident Catalog

q. Course proponents' Program of Instruction (POI)

r. Course proponents' Accreditation Plan for Non-Resident Instruction

2. CGSC'S ACCREDITATION PLAN FOR NON-RESIDENT INSTRUCTION

a. TRADOC TASS Mission Statement: Establish a cohesive and efficient Army School System of fully accredited and integrated AC/ARNG/USAR schools that provides standard individual training for Soldiers of the total Army.

b. TRADOC TASS Goal: A future Army school system which leverages AC/RC infrastructure for efficient institutional training that promotes institutional accreditation, instructor certification, standards, regional efficiencies, and sustains relevance and excellence in training and leader development.

c. TASS Organization: TASS is organized under the Regional Schools Concept. The Continental United States has been divided into six geographic regions. These regions are based on factors that include geographic and demographic data and the force structure of all three components. Each region is organized around a Division of Institutional Training DIV (IT). Each division has four or more brigades who oversee instruction in Professional Development, Health Services, Combat Support, and Combat Service Support. Subordinates to the brigades are battalions aligned with specific proponent schools. Battalions manage instructors who provide instruction at multiple "Teaching Sites" that ensure decentralized instruction is available to all Soldiers.

(1) There are six CONUS Professional Development (PD) Brigades organized under six Divisions of Institutional Training.

(2) There are three USAR Multi-Functional (MF) Brigades located overseas (Germany, Puerto Rico and Hawaii (Pacific Region)).

d. Functional Alignment is accomplished by aligning TRADOC proponent service school with TASS Training Battalions. Functional Alignment is intended to develop shared responsibility for the quality of TASS Training Battalion instructors and graduates.

e. The Command and General Staff College is tasked, through TRADOC REG (TR) 350-70 and by TR 350-18 to schedule and conduct assistance and accreditation visits with aligned TASS CGSC Training Battalions.

(1) The Commandant, Command and General Staff College is the accrediting authority responsible for the accreditation of all CGSC teaching organizations worldwide.

(a) Authority to conduct accreditation of organizations teaching CGSC is delegated to the Director, NRS who will provide a recommendation to the Commandant concerning granting accreditation at the end of the accreditation period.

(b) NRS – Title XI is responsible for consolidating the accreditation results and recommendations and providing them to the Commandant NLT 30 days following the end of an accreditation period.

(2) Accreditation is a process that measures quality, consistency, compliance, standardization, and resourcing of Active and Reserve Component training institutions. Accreditation ensures that students in Army schools are learning the right tasks, (1) to the appropriate standards; (2) from qualified instructors and mentors; (3) with all the necessary equipment, supplies, support personnel and facilities; and (4) in an atmosphere conducive to learning and supportive of an appropriate standard of military life.

(3) Aligned CGSC battalions will be accredited every 3 years, in accordance with the below accreditation schedule in a single training year, unless the functional proponent commandant determines a need for more frequent accreditation. The TRADOC minimum essential requirement for accreditation of each TASS Training Battalion is to evaluate one-third of the training sites; 80% of the class sites evaluated must receive a first time "GO" in order to grant accreditation. The CGSC goal is to evaluate 50% of ATRRS scheduled classes; 80% of the class sites evaluated must receive a first time "GO" in order to grant accreditation.

TASS TRAINING BATTALION ACCREDITATION SCHEDULE

REGION	AY05 SY 00-01	AY06 SY 01-02	AY07 SY 02-03	AY08 SY 03-04	AY09 SY 04-05	AY10 SY 05-06
REGION A			X			X
PD Bde, 98TH DIV (IT)	X			X		
REGION B						
PD Bde, 80th DIV (IT)		X			X	
REGION C	X			X		
PD Bde, 108th DIV (IT)					X	
PUERTO RICO		X				
REGION D			X			X
PD Bde, 100TH DIV (IT)		X			X	
REGION F						
PD Bde, 95TH DIV (IT)	X			X		
REGION G						
PD Bde, 104TH DIV (IT)			X			X
MF Bde, 8th BDE PUERTO RICO						
MF Bde, 3747TH USARF 7TH ARCOM (EUR)						
MF Bde, 4960TH						

USARF 9TH ARCOM (PAC)						

f. TYPES OF ACCREDITATION: There are two types of accreditation: institution and course.

(1) Institution accreditation certifies that an institution's training support and conduct of training are adequate to train to course standards. Institution accreditation includes evaluation of all training being conducted to ensure training methodology, sequencing, and resources are in accordance with course requirements.

(2) Course accreditation certifies that instruction is conducted in accordance with proponent guidance and that students graduating from the course are trained to the same standard as students graduating from the same course taught at the proponent service school. Only a subject matter expert (SME) designated by the respective proponent service school is authorized to evaluate and recommend accreditation of a course. Additionally, a course cannot be accredited unless the institution is accredited.

g. RESPONSIBILITIES

(1) The Commandant, CGSC is the accrediting authority for the school battalions. The DNRS is the executive agent for accreditation of the ILE-CC and NR-AOWC. The Directorate of Academic Operations (DAO) has CGSC coordination proponency for the accreditation plan.

(2) Site visits will be in accordance with the above TASS TRAINING BATTALION ACCREDITATION SCHEDULE. Visits will be followed-up by both the individual site visit trip report (within 2 weeks of visit) and the Final Accreditation Report NLT 30 days after the accreditation year is completed.

(3) The RC CGSC school battalion commanders are responsible for—

(a) Scheduling and entering new instructors in Army Training Requirements and Resources System (ATRRS) slots in Faculty Development Program (FDP) Phase I and Phase IIA.

(b) Training instructors and ensuring their certification to include sending instructors to Lesson Implementation Workshops (LIW) annually to complete FDP II training.

(c) Planning, coordinating and execution of classes.

(d) Verifying student enrollment eligibility as prescribed in Chapter 2 of this circular.

(e) Scheduling and coordinating class sites.

(f) Maintaining coordination with the proponent headquarters, to include forwarding class training schedules and student rosters to the NRS Title XI office NLT 60 days prior to execution; changes made will be forwarded NLT 30 days prior to execution.

(g) Ensuring all resources are requisitioned in a timely manner.

(h) Institutional Self Evaluation: The Institutional Self Evaluation (ISE) is an annual comprehensive self-examination that the school battalion uses to identify its strengths and areas of concerns. The purpose of the ISE is to focus on self-improvement and to establish the Total Army Quality environment of encouraging everyone to contribute to the organization's success.

(i) The school battalion commander appoints a team of staff members and instructors / staff group leaders to evaluate the institution. The school battalion's METL and TRADOC REG 350-70 and the TRADOC Policy and Guidance for Accreditation on Initial Military Training and Professional Military Education memorandum (20 Jan 2004) will provide a foundation against which the battalion commander evaluates his unit. A copy of this assessment/evaluation is provided annually to NRS Title XI, Ft. Leavenworth NLT 30 October of the Academic Year (AY).

(4) Purpose of a self-assessment is to:

(a). Demonstrate that your school meets the HQ, TRADOC-approved accreditation standards.

(b). Provide an objective, critical evaluation of the school's performance (strengths, weaknesses and challenges) and specific recommendations for improvement.

(c). Identify ways for your school to sustain strengths, correct weaknesses, and improve training.

(d). Analyze the resources and effectiveness of your institution in fulfilling its mission.

(e). Serve as a baseline for measuring progress in the future and provide a sound basis for institutional planning and improvement.

(f). Demonstrate how the organization trains learners to achieve established standards.

(5) Preparing for self-assessment.

(a) Identify a lead point of contact (POC) in the QAO or QAE for the self-assessment and accreditation team visits. Establish POCs within the RC training battalion, Army Training Center, NCO Academy, or TRADOC Center/School to contact during the self-assessment.

(b) Establish the self-assessment team. Establish e-mail lists to keep all self-assessment team members apprised of daily events.

(c) Establish a project management plan, to include resource requirements and timelines for completing the self-assessment.

(d) Provide team members an orientation of the self-assessment and provide procedures for conducting self-assessment.

(e) Examine previous accreditation/evaluation reports.

(f) Assist/provide guidelines to all institutional departments for preparing a departmental self-assessment report, to include:

i. Mission statement.

ii. Evaluation of departmental goals and accomplishments.

iii. A list of initiatives for subsequent years based on the evaluation (to include those that require new resources).

(6) Conduct self-assessment.

(a) Use the Accreditation Standards Guide to perform a thorough examination of your school for each focus area (i.e., Conduct of Training, Training Support, and Proponent Function).

(b) Use the annotated references to determine if criteria are being met for each applicable standard, and apply guidelines.

(c) Assess institution against Accreditation Standards Guide. Assess to determine current strengths and areas in need of improvement, and how areas in need of improvement identified in previous accreditation have been corrected.

(d) Document recommendations to correct areas in need of improvement.

(e) Follow-up to ensure recommendations/corrections are incorporated.

(f) Annotate areas within each focus area that are not corrected and why.

(g) Prepare report documentation.

(h) If your school does not meet a standard(s), bring it to command attention, and take appropriate actions to correct deficiencies.

(i) Prepare documentation for accreditation team (as appropriate) as outlined in the Required Documentation paragraphs in the Accreditation Standards Guide. (**Note:** Mandatory documentation is not a requirement for the schools during their self-assessment. This is for the Accreditation Team.)

(7) Prepare Self-Assessment Report.

(a) Prepare an accurate, complete, and well-documented report. Provide any supporting documents as appendices. Report/format should include:

i. Executive Summary – to summarize main findings.

ii. Conduct of Training.

1. Detail the results of self-assessment for this focus area.

2. Identify any major changes planned for current education/training programs and explain possible effect on current training.

3. Identify noteworthy strengths or limitations concerning the institution's programs and curriculums.

4. Identify areas that were deficient and if they were corrected. If they were not corrected, provide the reason why.

5. Identify program, product, and process efficiencies to share with other organizations.

6. Compile pre-visit documentation for accreditation team visit.

iii. Training Support.

1. Detail the results of self-assessment for this focus area.

2. Identify strengths or limitations concerning the institution's faculty selection, qualifications, retention, or development.

3. Identify areas that were deficient and if they were corrected. If they were not corrected, provide the reason why.

4. Compile pre-visit documentation for accreditation team visit.

(8) Cover Letter for Self-Assessment Report

Cover Letter for Self-Assessment Report

{Information in brackets provides guidance for completing cover letter.}

{Office Symbol}

MEMORANDUM FOR Commandant, CGSC, ATTN: ATZL-SWE, 280 Gibbon Ave., Fort Leavenworth, KS 66027

SUBJECT: Self Assessment Report for {XX} Battalion, 6th PD Bde, (XXX) DIV(IT)

1. References:

a. Memorandum, HQ TRADOC, ATTG-CD, Jan 04, subject: TRADOC Quality Assurance (QA) Program and Accreditation of Army Training and Education.

b. CGSC CIR 350-3

2. The {name of organization/office that conducted self-assessment} completed a self-assessment on {date}.

3. {ILE-CC/ ILE-NRAOWC} were evaluated during the self-assessment:

4. Enclosed is the self-assessment report highlighting accomplishments, strengths, limitations, deficiencies, corrective actions, new initiatives, training program-related investments, and higher headquarter issues for the conduct of training, training support, and proponent functions { if applicable} based on the TRADOC Accreditation Standards Guide.

5. Attachments to self-assessment report include:

a. Tab A. Commander's Training/Education Guidance, Directives, and Policies.

b. Tab B. Annotated copy of the TRADOC Accreditation Standards List, showing a self-rating for each standard and supporting documentation. For standards not met, include the reason and corrective action (to be) taken.

c. Tab C. Organizational charts, to include names and titles of Directors and Division Managers, phone numbers, and e-mail addresses.

d. Tab D. A copy of supporting TDA/TOE.

e. Tab E. Instructions to the Accreditation Team on how to electronically access required documentation for courses that will be observed during the accreditation visit. *Note:* If electronic copies are not available, attach paper copies.

f. Tab F. Resource Management documentation (if applicable).

g. Tab G. All current waivers for the programs being evaluated.

h. Tab H. A summary of the training institution's efforts/initiatives to collect feedback/lessons learned/recommendations from the field and other key stakeholders, and results and actions taken.

i. Include a statement that provides the percentage of currently qualified faculty members

6. The Team Leader for this self-assessment is {name, phone number, e-mail address.} The POC for scheduling assistance/accreditation visits to this education/training institution is {name, phone number, e-mail address.}

Enclosures SIGNATURE BLOCK

CF: HQ, TRADOC QAO

(8). Format for Self-Assessment Report

Self-Assessment Report

for {name of training institution}

{Information in brackets provides guidance for completing this report. Comments should be concise and to the point.}

1. Executive Summary.

The purpose of this document is to report the results of the XX Battalion, 6th PD BDE, XX DIV(IT) self-assessment completed IAW Memorandum, HQ TRADOC, ATTG-CD, [insert date signed], subject: TRADOC Quality Assurance (QA) Program and Accreditation of Army Education and Training. {Summarize main findings.}

2. QA POC.

{Identify primary POC for coordination with Accreditation Team.}

3. Conduct of Training.

a. {Identify strengths in the conduct of training.}

b. {Identify limitations that hinder conduct of training.}

c. {Identify areas that were deficient and what you did to correct them. If they were not corrected, provide the reason why and the corrective actions planned.}

d. {Identify program, product, and process efficiencies to share with other organizations.}

e. {Identify training and education initiatives planned for subsequent years to meet assessed shortfalls and new directives for conduct of training. Indicate those that are currently resourced, those that are programmed in the following year's budget, and those that are currently unresourced.}

f. {Identify Higher Headquarter Issues (HHI) and appropriate agency, to include MSC; HQDA; HQ, TRADOC; and/or Transformation of Installation Management (TIM) issues/concerns) that should be noted. Include your recommendations as appropriate.}

4. Training Support.

a. {Identify strengths with training support.}

b. {Identify limitations that hinder training support.}

c. {Identify areas that were deficient and what they did to correct them. If they were not corrected, provide the reason why and the corrective actions planned.}

d. {Identify training and education initiatives planned for subsequent years to meet assessed shortfalls and new directives for training support. Indicate those that are currently resourced, those that are programmed in the following year's budget, and those that are currently unresourced.}

e. {Identify Higher Headquarter Issues (HHI) and appropriate agency, to include MSC; HQDA; HQ, TRADOC; and/or TIM issues/concerns) that should be noted. Include your recommendations as appropriate.}

5. Proponent Functions.

a. {Identify strengths in training development.}

b. {Identify limitations that hinder training development.}

c. {Identify areas that were deficient and what they did to correct them. If they were not corrected, provide the reason why and the corrective actions planned.}

d. {Identify training and education initiatives planned for subsequent years to meet assessed shortfalls, and new directives for proponent functions. Indicate those that are currently resourced, those that are programmed in the following year's budget, and those that are currently unresourced.}

e. {Identify Higher Headquarter Issues (HHI) and appropriate agency, to include MSC; HQDA; HQ, TRADOC; and/or TIM issues/concerns) that should be noted. Include your recommendations as appropriate.}

6. General Comments. {Highlight significant performance, accomplishments, and/or achievements of faculty, students, or the institution in general since the last accreditation. This provides the training institution an opportunity to boast on its achievements.}

7. Attachments. {Attach the following}

a. Tab A. {Commander's Training/Education Guidance, Directives, and Policies. Include the institution commander's mission, vision, intent (priorities); any guidance issued to directorates for current and out-year strategic planning (strategic direction); and policy letters and/or memorandums. Intent of this attachment is to provide the Accreditation Teams with insight on how the institution is, or is not, aligned with higher headquarter guidance.}

b. Tab B. {An annotated copy of the Accreditation Standards List showing self-rating for each standard and supporting documentation, to include reasons any standards were not met and corrective action (to be) taken.}

c. Tab C. {Organizational chart to include names and titles of Directors and Division Managers, phone numbers, and e-mail addresses. Functions of the various organizations should be identified (e.g., 4th BN, 6th BDE is responsible for Officer Basic Training and CCC; or SPIO is responsible for Strategic Plans and Integration.)}

d. Tab D. {A copy of supporting TDA/TOE and current Unit Manning Report.}

e. Tab E. {Instructions to the Accreditation Team on how to electronically access required documentation for courses that will be observed during the accreditation visit. Documentation should include, <u>but not be limited to</u>, lesson plans (for those to be observed), training schedules, institution SOP,

critical task lists, POIs, Student Evaluation Plans, Course Management Plans (as required), and Course Maps. The documentation may reside on the proponent's homepage, ASAT Database, Reimer Digital Library, FTP site, or other electronically accessible locations. Non-observed course documentation needs to be available upon request.}

f. Tab F. In addition to the information available to the Accreditation Team from other sources (e.g., Installation Contracts on the DCSRM webpage and the Training Development Prioritization Workload managed by DCSOPS&T) we are providing the additional resource management documentation to assist you: {e.g., most current Monthly Status Reports, Unit Manning Reports, Training Development Plans, Project Management Plans, POM Submissions, Long and Short Term Training Strategies, and TRADOC Budget Guidance.}

g. Tab G. {Current waivers.}

h. Tab H. {Description of institution's efforts to collect feedback/lessons learned/recommendations from the field and other key stakeholders. Include a summary of these results and related actions.}

i. Tab I. {The Institution's Master Evaluation Plan.}

h. CGSC ACCREDITATION

(1) CGSC requires that the instructors use the current non-resident ILE-CC or AOWC curriculum. The standard for this element is that the ILE instructor uses the current program of instruction (POI) to sequence his classes and current CGSC provided courseware to present his instruction.

(2) Battalion commanders ensure each instructor meets the certification criteria as outlined in chapter 4 of this circular.

(3) The accreditation team evaluates instructional facilities and equipment to ensure that the facilities and equipment are adequate and suitable for small group instruction and the CGSC curriculum. Battalion commanders will approve, in writing, the selection of all instructional facilities within their command before the beginning of instruction. Facilities and equipment will provide an atmosphere conducive to learning and meet the requirements as stated within the POI.

(4) The accreditation team evaluates classes to ensure instructors are meeting the standards and students are achieving the Cognitive Learning Level set by the course/lesson author for the lesson(s) presented. Accreditation is conducted in accordance with the CGSC Non-Resident Course Accreditation Evaluation Guide located at APPENDIX D.

(5) Evaluators.

(a) The Title XI officers of the NRS Accreditation branch are the evaluators in the accreditation process.

(b) Evaluators are the eyes and ears of the accrediting authority; they represent the accrediting authority wherever they evaluate training in Army schools worldwide.

i. FUNDING

(1) TRADOC funds all Title XI accreditation visits.

(2) TASS school battalions, or higher headquarters, provide funding for assessments / assistance visits and training visits from resident course instructional departments from Fort Leavenworth.

3. SMALL GROUP INSTRUCTION (SGI). TRADOC advises that small group instruction will be conducted with a minimum of eight students unless otherwise directed by the POI. Small group instruction is the only approved learning environment for ILE-CC and AOWC since it maximizes the varied backgrounds and experiences of group members to achieve the desired group dynamics and the CGSC learning methodology.

4. CLASS SIZE

a. ILE-CC phases I and III.

(1) The minimum class size for an ADT staff group is eight eligible students. Waiver requests for minimum class size will not be accepted for ADT cycles. School sites that cannot constitute the minimum class size during the ADT cycle will be directed to disband and no credit will be issued for the M-series.

(2) Brigades must not exceed the maximum of 16 without approval from the course proponent. Waiver requests must be sent to the course proponent.

b. ILE-CC Phase II.

(1) IAW TRADOC Regulation 350-70 the maximum recommended instructor to student ratio is 2:16; and a minimum recommended instructor to student ratio of 1:8.

(2) The minimum class size to start an IDT staff group is eight students (or six students and two intern instructors).

(a) Intern instructors (instructor who does not have a 5K identifier) are considered as students, but no more than two intern instructors are counted towards the total class size. Intern instructors will not be awarded CGSC academic credit hours for work completed as part of their Faculty Development certification, and all policies and procedures applicable to students will apply for intern instructors (i.e. attendance, testing, etc.)

(b) Intern instructors are authorized to conduct a minimal amount of instruction for internship certification and Subject Matter Proficiency (SMP) verification; however intern instructors are not authorized to share in primary instructor workloads. Battalion Commanders are to follow the instructor certification instructions in Chapter 4 as to when an intern can be on the platform.

(c) Additional instructor sets will be issued to intern instructors when the material is available on CD or the WEB.

(3) Classes that drop below eight students at any time during the cycle must submit a request for waiver for class size to the approving authority, Director, NRS. Staff groups that drop below eight students must submit a waiver request with a strong justification to continue the M-series curriculum. If a waiver request is not received or is disapproved, students will be disenrolled from the M-series curriculum and must enroll in the S-course to complete the phase or find another class to continue. When a class has been directed to disband because of the class size standard, the students have the option of waiting another year to join under the auspices of the brigade school or they may enroll in the DL option. The student's decision making has to take into account their time limit, the course's different curriculum tracks and the student's scheduled promotion boards.

c. Enrollment

(1) Attending a brigade class does not constitute automatic enrollment in the course or the phase. Until the class is considered valid (all standards met) by the course proponent, students are not officially enrolled the course or the phase. No credit is given for course work attempted while the student is attending in an ineligible status or the class is considered invalid. TASS Battalion Commanders are responsible for verifying students meet all enrollment criteria, as prescribed in Chapter 2 of this circular, prior to class instruction beginning.

(2) A reservation on ATRRS is a seat being held for future use. It does not mean that the course proponent has approved the reservation or that the student has met the eligibility requirements. The course proponent urges all parties involved to make sure that all students are eligible and remove all ineligible students from ATRRS and classes.

(3) **ATTENDANCE**:

(a) Students cannot be absent more than 24 approved hours per phase (any combination of weekend or weeknight classroom hours totaling 24 hours). The Battalion Commander, Brigade

Commander, and the Director, NRS, approve absences as outlined in this policy. A student with more than 24 hours of unapproved or approved absences is subject to dismissal after review of the individual's situation by the Director, NRS.

(b) The CGSC Battalion Commander is responsible for managing the Attendance Policy and maintaining the standards in the Non-Resident Course, Classroom Option. The following steps will be taken to ensure timely processing of appropriate documentation regarding absences:

1 The site instructor(s) notifies the Battalion Commander when a student is in danger of being disenrolled due to excessive absences (i.e., the student has missed 8 or more hours of instruction.)

2. The Battalion Commander or site instructor notifies DNRS via phone call or E-mail of a pending disenrollment.

3. The Battalion Commander notifies DNRS in writing indicating the student has been dropped from the Classroom Option because of a failure to meet minimum attendance requirements.

4. The Chain of Command must review each case separately. Students with authorized absences and approved waivers are subject to dismissal from the course pending review by the Chain of Command and Director, NRS. Battalion Commanders and Senior Instructors are responsible for ensuring ALL students and instructors understand the guidelines of this policy clearly upon enrollment in the classroom option. Emphasis should be made on the course demands for higher cognitive learning and the necessity of group inter-active work in order to achieve the higher cognitive levels.

(c) Authorized Absences. The following conditions must apply to justify an authorized absence:

--Deployments

--Family Emergencies

--Civilian Employment Requirements

(d) Approving Authorities

--The on site instructor may approve up to 8 hours authorized absences per phase.

--The Battalion Commander may approve up to 8 additional hours absence per phase (aggregate 16).

--The Brigade Commander may approve up to 8 additional hours of authorized absence (Aggregate 24), under the same conditions as above, and based upon the students' previous record of attendance, class contribution, and adherence to a make-up policy and the student's overall potential for success in the course. Notification of this additional 8 hours will be made to DNRS NLT one week following the approved absence.

(e) Exceptions to Policy. Exceptional cases, to include absences in excess of the hours approved by the Chain of Command (i.e., more than 24 hours), that warrant continued participation by the student in the classroom option must be approved in writing by the Director, NRS within one week of the absence that exceeds the standard, or the student will not receive credit for that phase. The student will initiate the Request for Waiver, or Exception to Policy, through the instructor, the Battalion Commander, and the Brigade Commander to the Director, Non-Resident Studies.

(f) Make-up Guidelines. Battalion Commanders are responsible for developing, managing and enforcing a make-up policy that ensures the student who has been absent from a class receives a similar educational experience as those who attended, and that he/she can attain the appropriate cognitive level of the lesson(s) missed. Students who miss the Small Group Instruction (SGI) of the Classroom Option are unlikely to achieve the same standards as their peers if left to learn through independent study. Battalion Commanders will, in concert with the instructor and the student, make every reasonable effort to ensure that the student has the opportunity to attend a make-up class that incorporates the SGI experience appropriate to the missed block of instruction within a reasonable period of time following the absence. Some additional guidelines must be considered:

--A make-up class/lesson conducted with another staff group may be considered as actual class attendance and thus not counted against the hours of authorized absences.

--Knowledge and Comprehension Level Classes: Classes that have a Cognitive Level of Knowledge and Comprehension may be made-up through one-on-one instructor-student instruction. A student may also be able to gain the appropriate level of learning through a written requirement covering the subject material/lesson, or through sub-grouping with peers outside of the classroom.

--Application through Evaluation Level Classes: Classes with a Cognitive Level of Application or higher require more intense instructor involvement in the student's learning. Allowing the student to learn through self-study and coordination with other students for salient points of a lesson is very unlikely to enable him/her to achieve the learning standards. Commanders must attempt to get the student into another small group, when feasible, for make-up of the classes missed, or have the students lead group Practical Exercises, during the scheduled classes. Otherwise, instructors must develop a detailed plan, combining individual written requirements and presentations to the class, or sub-group sessions separate from regularly scheduled classes, to ensure appropriate learning is achieved.

(g) Bottom Line. The Battalion Commander is ultimately responsible for providing the student every opportunity to learn. The student is responsible for meeting the standard. The Site Instructor must assure the Battalion Commander that the student has achieved the respective standards for every class attended and missed. The Chain of Command must make missing a class less desirable and do everything possible to avail the student with the means for success.

5. ARMY TRAINING REQUIREMENTS AND RESOURCES SYSTEM (ATRRS)

a. ATRRS is used to manage TASS classes IAW AR 350-10. AR 350-10 explains the development of training requirements, scheduling of classes, solicitation of training requirements, the Training Resource Arbitration Panel (TRAP) and the quota management system.

b. Some of the ATRRS screens are as follows:

(1) SL = Course Prerequisite Screen (These screens are not always up to date, therefore Bn Cdrs should check regulations and/or call DNRS.) TRADOC's home page does post requirements from DA Pamphlet 351-4.

(2) R5 = Class Stats/Quota Sources

(3) C3 = Class Schedules

(4) R1 = Class Roster Short

(5) R2 = Class Roster Long

(6) LC = Course Listing Display (ATRRS is not just for CGSC's non-resident programs. It is for all the Army courses.)

c. ATRRS' class schedules are available for students to review on 1 July of each fiscal year.

(1) The C3 screen should indicate the fiscal year, school or regional code, course number, phase, and class size (maximum, optimum, and minimum based on guidance provided by the COURSE PROPONENT'S POI).

(2) The C3 screen should also list the classes by number, the location of the class, the instructor of the class, and if the structure of the course varies from the standard eight IDT weekends and one two week ADT.

d. CGSC's ATRRS'course numbers are listed at the beginning of Chapter Two and Appendix B.

e. The regional numbers for Legacy CGSOC and ILE-CC are as follows: A701, B701, C701, D701, E701, F701, G701.The letter refers to the region or Division of Institutional Training (DIVIT) and the "701" refers to CGSC. The location of the DIVIT, brigades and battalions are found in Appendix C.

f. Overseas school codes are: 265 (Puerto Rico), 3747 (Europe) and 4960 (Alaska, Hawaii, Japan, Korea)

g. R5 screens provide the class statistics for all quota sources

(1) For each class number listed, the start and end date is listed.

(2) The R5 screen provides the quotas and the reservations made. It also indicates how many seats are still available and how many students are in a "Wait" status.

i. The R1 screen will indicate the reservation status of the students. There is a reservation, input, and output status for each student. Some of the Status Codes have to have Reason Codes.

(1) Reservation Status (RS) Codes

(a) R = Confirmed Reservation (The student who has a confirmed reservation has priority over the student in a "Wait" status.)
(b) W = Waiting for Reservation
(c) F = Class has been non-conducted.
(d) C = Cancelled

(2) Input Status (IS) Codes (Not all the codes are listed. Listed are the most commonly used).

(a) I = New Input (Reported In)
(b) N = No Show
(c) U = Showed, but not qualified to begin training.
(d) H = Hold, showed - Did not start.

(3) Output Status (OS)

G = Graduate, successfully completed class
K = Re-trainee out, to another course of instruction
L = Recycle out, to another class, same course
H = Hold, graduated, did not ship
D = Discharged from the Army
Z = Other nonsuccessful completion

(4) Reason Codes

A = Comprehension/Academic
B = Physical Fitness
C = Motivational
D = Leadership Skills
E = English Language Competency
F = Early Discharge Program/Medical Separation (IAW AR 635-220, AR 635-40)
G = Does not meet ht/wt standards
H = Erroneous Enlistment
I = Leave, Emergency
J = Medical (Temporary Medical Hold)
K = Disciplinary
L - Compassionate
N = Unit Recall
O = Erroneous Enrollment
P = Hospitalization
S = Security
T = Trainee Discharge Program
W = AWOL
X = Desertion
Z = Other, not included in any other reason category above

c. Loading of Class Schedules

(1) All classes will start and end in the same fiscal year. No split year classes will be authorized.

(2) Quotas assigned should not exceed the course proponent's guidance in the POI.

(3) The Class Schedule Display (C3 screen) will state in the location field the city/state and the name of the instructor.

(4) Brigades should encourage battalion commanders to establish dates and locations that are firm rather than flexible. Students worldwide are reviewing ATRRS and having orders issued based on information that is listed on ATRRS.

(5) AR 350-10 provides guidance to USARC and the DIV (IT)s concerning nonconduct of classes. After the "Start Date" passes and the class is not filled, DNRS will recommend to the brigades and USARC cancellation of classes.

(6) Configuration of the classes

(a) Ninety percent of the non-resident programs of CGSC are structured to fit the most cost effective method as well as not compromise the integrity of the curriculum. Therefore, Inactive Duty Training (IDT) is usually eight monthly meetings with one Active Duty Training Period (ADT). The IDT may be taught in weekly meetings; however, ADT is always a two-week period.

(b) The 8 + 2 structure is the "norm" for CGSOC. However, if a brigade feels it is necessary to deviate from the POI, the brigade must seek approval from the course proponent. The most important paragraph is the justification paragraph.

6. ENROLLMENTS, GRADUATION, AND DISMISSALS

a. Is the officer eligible for enrollment, graduation and/or dismissal? Enrollment, graduation and/or dismissal criteria for CGSOC are found in Chapters 1 and 2.

b. Where does the officer find information about ATRRS classes?

(1) Locations of PD brigades are found in Appendix B of this catalog.

(2) Courses and their ATRRS numbers are listed in DA Pamphlet 351-4 and DA Pamphlet 351-20. These pamphlets are also on the TRADOC home page.

(3) Students should ask their PMO or unit ATRRS operator to assist them.

(4) Bn commanders and instructors can provide ATRRS class numbers to the students, so the student will put the actual class number on the AATAS application.

(5) Use the ATRRS information search on the Internet. ATRRS Internet Address is: **http://www.atrrs.army.mil**

c. AATAS applications.

(1) If students want to enroll in the classroom option ILE-CC, they must submit an ATRRS's Automated Training Application System (AATAS) worksheet to their ATRRS POC. CAUTION: The AATAS application does not ask for enough information for the ATRRS operators. PMOs and brigade/Battalion commanders must determine eligibility correctly. Thirty-five percent of the AATAS applicants placed on ATRRS are not eligible for the CGSC non-resident classes. Therefore, DNRS highly recommends that the brigade schools have the student fill out the CGSC Form 59-R to help determine eligibility. Even with the CGSC Form 59-R, the ATRRS operator and brigade school will not know the correct curriculum track for the CGSOC student. Call DNRS to help determine eligibility for a student.

(2) TPU officers submit their application through their chain of command to their unit's ATRRS operator.

(3) IMA and IRR officers submit their applications to ARPERCEN. ATRRS personnel telephone number listed in Appendix C.

(4) AGR and active component officers submit their applications to their PMO at PERSCOM. ATRRS personnel telephone number listed in Appendix C.

(5) National Guard officers must submit their applications to their state's ATRRS operator. ATRRS personnel telephone number listed in Appendix C.

7. INSTRUCTOR CERTIFICATION

a. ILE-CC will be taught by a certified instructor.

b. Refer to Chapter 4 in regards to eligibility requirements for an instructor to be certified.

8. CGSC WAIVER REQUEST POLICY

a. Waiver requests can be submitted for any issue that causes units to violate the letter or intent of the regulations, pamphlets, policy memorandums, and any other administrative or operational TASS related requirement outlined in the references at the beginning of this chapter.

b. All waiver requests will be reviewed on a case-by-case basis. Requests will be submitted no later than 15 days prior to the start of a class date or as soon as possible. Waiver requests will be accepted by normal mail, facsimile or E-mail. The CGSC Battalion Commander's signature must accompany the waiver request to be considered valid. The waiver request will be routed through the PD Brigade Commander for concurrence.

c. All waiver requests submitted for review must originate from the Battalion Commander. Waiver request submitted by regional instructors to NRS without the commander's endorsement will be returned to the appropriate battalion for commander endorsement.

d. Request for waivers will be submitted through the PD Brigade commander to the approving authority, Director, Non-Resident Studies (NRS), 280 Gibbon Avenue, Fort Leavenworth, Kansas 66027-2314 for decision.

e. All waiver requests will be accompanied by a detailed justification and any supporting documentation (i.e., CGSC Form 59) IAW the format below.

9. CGSC WAIVER REQUEST FORMAT

DEPARTMENT OF THE ARMY
ORGANIZATIONAL NAME
CITY, STATE, ZIP CODE

OFFICE SYMBOL DATE

MEMORANDUM THRU PD Brigade Commander

FOR Director, Non-Resident Studies (NRS), 280 Gibbon Avenue, Fort Leavenworth, Kansas 66027-2314

SUBJECT: Request for Waiver

1. Explanation of waiver request (i.e., what type, minimum class size, instructor certification).

2. Justification for waiver. This is the most important paragraph. It must be a detailed explanation outlining why it is critical for the waiver to be approved. As appropriate, this paragraph should address impacts on the students, the course, facilities, instructors, resources and unit. Clearly explain why it is critical for this waiver to be approved. For class size exemptions ensure you address whether it the class is a weekday or weekend class, distance to next closest training site, and number of students at the next closest training site.

3. Explanation to ensure that corrective action is being taken to preclude future waivers of a similar type.

4. POC.

2 Encls
1. CGSC Form 234-R or 59s
2. Any Other Supporting Documents

(School Battalion Commander)
SIGNATURE BLOCK
LTC, XX
Commanding

CF:
CDR, XX DIV (IT)
CDR, XX PD Bde
Director, RCE-X

SECTION II. INSTRUCTIONAL MATERIAL

10. AUTHORITY FOR REPRODUCTION AND DISTRIBUTION

a. The U.S. Army Command and General Staff College develops instructional material for non-resident CGSOC and ILE-CC taught in the Professional Development Education (PD) Brigade Schools and for their correspondence students.

b. Material that is prepared for the PD Brigade option is authorized releasable IAW TRADOC Reg 350-70 and TRADOC Reg 351-18 by the Directorate of Non-Resident Studies to the Brigades and Battalions for distribution to the students who have selected or are attending the PD Brigade option. Material that is prepared for the correspondence option is issued directly to the student.

c. Material distributed to the Brigade School differs very little from the correspondence option. The biggest difference is the way it is packaged. Much of the curriculum is given to the battalion instructor for him to present to the student and for the brigade school to recover and reuse in the following years.

d. The course proponent is the only agency, which can authorize reproduction of their courses.

e. Brigade and battalion personnel always need to be cognizant of copyright infringement. Copyright infringement, as stated in Chapter One, applies to staff and faculty, as well as to students. Copyright permission is purchased based on the number of copies reproduced.

f. In future years, if the PD brigades desire printed material, they will be responsible for reproducing, warehousing and distributing the course proponents' material found on a CD or located on the WEB.

11. GENERAL INFORMATION

a. DNRS/ATSC forwards instructional material to a predetermined site (individual or central) in the battalion. Shipments are normally made by commercial carrier sites within the Continental United States (CONUS) and by military official mail (MOM) to classes located overseas. Consider a centralized location for several classes. Distribution to one central location in a region allows for centralized control of class size, student eligibility, cross leveling of material, test control, recovery of reusable material, and lower shipping costs.

b. The material for the training year is usually shipped in two major shipments:

(1) Inactive Duty Training (IDT). DNRS authorizes CGSC IDT material distribution. CGSC material is distributed when a class roster is on ATTRS indicating a valid group of eligible students. "Valid" means at least 8 ELIGIBLE students with a certified instructor for Phase I and eight ELIGIBLE students for Phase III.

(a) Phase I Shipment

(i) DNRS will ship to the instructor the minimum of 8 "ELIGIBLE" student sets plus two additional sets. Providing the instructor has a minimum valid group of eligible students. DNRS will provide the additional two sets up to the maximum student class size of 16, i.e., if the class size is 14, plus two will be given equaling 16. If the class size is 15 DNRS will add only one student set equaling the total 16 the maximum class size.

(2) Active duty for training (ADT). DNRS authorizes CGSC ADT material distribution. Advance CGSC ADT instructor material is shipped 15 March to the ADT site.

c. Shipments for CGSOC nonresident programs normally include:

(1) Program of Instruction (POI). The POI for ILE-CC is on the WEB. The POI can be accessed on the NRS home page (https://cgsc.leaveworth.army.mil/nrs). . CGSOC's Training Schedules are in the POI. Appendix A of this catalog provides the different CGSOC curriculum tracks.

(2) Command and General Staff College's Non-resident Catalog (CGSC Circular 350-3). DNRS prepares the non-resident catalog. The nonresident catalog is found on the NRS home page: https://cgsc2.leavenworth.army.mil/nrs.

12. DEPARTMENT OF THE ARMY (DA) PUBLICATIONS

a. The United States Army Publications Distribution Centers (USAPDC), Baltimore and St Louis, distribute DA publications required to support CGSC's non-resident programs. Distribution method is CD Rom or on the WEB. The Internet address is WWW.ATSC-ARMY.ORG/ATDLS.HTML. Field Manuals may also be found on DNRS home page at https://cgsc2.leavenworth.army.mil/nrs.

b. Brigades/Battalions are responsible for requisitioning DA publications for CGSOC. DNRS recommends that the brigades consolidate all the orders for the ILE-CC classes prior to requisitioning.

c. Brigades/Battalions should use electronic ordering. The paper version of DA Form 4569 is no longer accepted for use in ordering publications and forms. Publications orders are shipped to the address that is on file in the Standard Single Account File (SSAF). If the address is incorrect or incomplete, battalions will not receive their publications. Use DA Form 12-R to make changes to the account address and send it to the St Louis center so they can change the SSAF to reflect the correct information. Provide a complete unit designation, street address, city, state, and Zip plus four.

d. STARPUBS DDN Interface System (SDIS) allows account holders to order publications using E-mail via the Defense Data Network (DDN). In addition to providing the brigades a quick, easy ordering system, SDIS users receive an order status message within 48 hours of order submission. The SDIS requires specially developed PC software. Users may obtain the SDIS software, installation instructions, and a User's Manual from the USAPPC point of contact at DSN 221-6238 or (703) 325-6238. Even if the brigade is without DDN capability, you may still use the SDIS software to create your order. Then save the requisition to a disk (instead of sending it via E-Mail) and mail the disk to the Commander, U.S. Army Publications and Printing Command, ATTN: Publications and Printing Command, ATTN: ASQZ-IM, 2462 Eisenhower Avenue, Alexandria VA 22331-0203. The status message will be mailed to you.

e. World Wide Web (WWW). Account holders with Internet access can use the USAPPC home page (http://www-usappc.hoffman.army.mil) to place their publications and blank forms orders. Once on the home page, users will find an electronic version of the DA Form 4569 with which to place their order.

f. USAPPC Bulletin Board System (BBS). The newly developed USAPPC BBS provides users another easy electronic order method. Access the BBS by dialing DSN 221-6736/6737 or commercial (703) 325-6736/6737.

g. Telephone Ordering Publications System (TOPS). Account holders may place emergency orders, obtain information regarding changes to the ordering systems, or receive customer assistance by using

TOPS. TOPS is a menu-driven, voice-interactive telephone system that requires users to provide their correct account number, zip code, and Publication Identification Number (PIN) for items ordered. Users may only use TOPS if their account number and zip code match what is on file in the SSAF for the user's account. The TOPS will verify the user's entries and if there is a problem, the user will need to select the customer assistance option for help. To order publications, the user must provide the 9-digit PIN from DA Pam 25-30, Consolidated Index of Army Publications and Blank Forms. The PIN consists of a 6-digit code indicating the publication the user wishes to order plus a 3-digit code indicating whether the user wants the basic publication or subsequent changes. Users may access TOPS by dialing DSN 221-9224 or commercial 703-325-9224. The U.S. Army Publications Distribution Center--Baltimore's Commander is at DSN 584-3887 or commercial 410-671-3887.

h. USAPPC Phone Contacts: U.S. Army Publications Distribution Center--**Baltimore**

ATTN: ASQZ-BDC
2800 Eastern Blvd
Baltimore MD 21220-2896
Customer service representative: 410-671-2533/2272

U.S. Army Publications Distribution Center--**St Louis**
ATTN: ASQZ-SDC
1655 Woodson Rd.
St Louis, MO 63114-6181
Customer service representative: 314-263-7305, ext 268/266

i. CGSC Inactive Duty Training (IDT).

(1) DNRS will provide on the NRS home page a list, as well as a hyperlink, of DA publications required to support CGSC for each school year's IDT.

(2) Brigades/Battalions must order or print publications or have the hardware to read the publications on the WEB or on a CD by the end of May (120 days prior to IDT) to provide time for IDT instruction.

(3) If brigades are short of printed FMs, brigades will be referred to the WEB.

j. CGSC Active Duty Training (ADT).

DNRS can no longer order publications for CGSC ADT sites. Each region has their supply account number. Also, many of the DA publications are no longer printed. You can only obtain them on the WEB or on a CD.

13. INSTRUCTIONAL MATERIAL FOR ILE-CC IDT AND ADT

a. Student issue material with references is all on one CD-ROM. The CD is the student's CD, however the student needs to understand that he may need to use the references for another phase.

b. Instructor issue material contains material for the instructor, as well as everything the student receives. The instructor set includes printed maps and electronic viewgraphs.

c. Printed administrative issue material contains examinations (yellow paper), examination solutions (salmon paper), CGSC forms and envelopes. Bn Cdrs will print and issue examination and solutions for IDT and ADT. Examinations and Master Solutions are distributed to the battalion's designated test control officer and the ADT site librarians.

d. Issue plans for each sub course are included in the shipments. The issue plan includes a list of all items required for instructor issue, student issue, and library reference to conduct that sub course. Each instructor teaching a sub course should receive a copy of the issue plans to verify that all required materials are obtained.

e. Site Librarian. Printed and electronic instructional material, including student issue, textbooks, viewgraphs, and other aids are shipped to each ADT site. The Army representative (site librarian) inventories, safeguards, stores, accounts for, and issues the instructional material. The site librarian is the area control headquarters representative and ensures required support is provided to each host brigade. At a minimum, the site librarian--

(1) Arrives at the site in sufficient time to complete inventories and prepare materials for issue.

(2) Reports overages and shortages to ATSC on their Acknowledgment of Receipt form.

(3) Issues material actually required to support that battalion and session.

(4) Establishes test control procedures for examination and instructional aids in conjunction with the examination control officer.

(5) Establishes control procedures for the issue and turn-in of instructional material.

(6) Accounts for all printed and electronic instructor and student materials. Submits material inventory to DNRS and the responsible area control headquarters within two weeks of site closing.

14. SHIPPING DATES.

CGSC non-resident instructional material is shipped from the Army Training Support Center, Fort Eustis, VA. Shipments made within CONUS require a minimum of 14 working days to reach their destination.

-- IDT - Instructor/One Student Issue	15 Jul - 1 Aug to designated sites
-- IDT - Student Issue for IDT Classes	15 Sep
--ADT - Instructor Issue/One Student Issue	15 Mar to designated sites
--ADT - Student Issue	30 Apr to ADT Sites

15. SUBMISSION OF INSTRUCTIONAL MATERIAL REQUIREMENT ESTIMATES

a. Inactive Duty Training Requests.

(1) Battalion classes will receive a single bulk material shipment when ATRRS indicates a valid class of eligible students.

(2) Projection of print numbers is based on previous enrollments and historical student population numbers.

b. Active Duty for Training Requests. ADT sites will be shipped material based on IDT enrollments.

16. INVENTORY RESPONSIBILITIES AND TRACER ACTION

a. Brigades/Battalions must promptly inventory all shipments of non-resident material using the packing slip.

b. The ATSC acknowledgment of receipt is included in the packing list. Return the acknowledgment of receipt to ATSC as soon as the inventory is completed. Brigade/Battalion leaders should complete the inventory within two weeks and mail the acknowledgment of receipt to ATSC within three weeks of the date the shipment is received. Annotate shortages on the acknowledgment of receipt to expedite shipments of any missing material.

17. RESOLUTION OF OVERAGES AND SHORTAGES OF INSTRUCTIONAL MATERIAL.

a. Shortages of instructional material due to packing error. Report shortages of material noted during inventory to DNRS by completing the acknowledgment of receipt and forwarding it to DNRS. Material is shipped immediately upon receipt of the annotated acknowledgment of receipt.

b. Shortages of instructional material due to increase in student enrollment. Brigade/Battalion leaders should resolve shortages by using excess material. If there is not enough instructional material, DIVITS and RCEs will attempt to resolve shortages within its area by printing or replicating CDs.

18. CGSC EXAMINATION HANDLING.

a. Purpose. To prescribe procedures for administering and processing CGSC battalion examinations.

b. Examination Control Officer. CGSOC graduates or personnel ineligible for CGSOC are the only personnel qualified for the position of examination control officer.

c. Receipt and Safeguarding.

(1) One printed copy of the Inactive Duty Training (IDT) CGSOC examinations and solutions are prepared and distributed to the designated test control officer in the Battalion. Test Control Officer must have a signature card on file with DNRS. All answer sheets and administrative forms for the entire period are included in the initial IDT material shipment. Battalions must distribute examinations and solutions to teaching sites. Brigade commandants are responsible for establishing procedures to ensure examinations and solutions are not compromised.

(2) One printed copy of the Active Duty for Training (ADT) CGSOC examinations and solutions are prepared and distributed to the designated test control officer in the Battalion. The box will be marked, "EXAM MATERIAL TO BE OPENED BY THE TEST CONTROL OFFICER." The site librarian is responsible for security of all examination material. Host Brigade Commandants are responsible for conduct of any instructor review program. Instructor review is at the discretion of the Commandant. The review is conducted in a secure environment. Instructors may take notes to ensure all areas of examinations are covered in their instruction; however, copying examination questions or solutions is prohibited.

d. General Instruction for Administering Examinations and Requirements. Examinations and requirements are administered as prescribed in the instructor book and / or examination advance sheets.

(1) For the best interest of the student, instructors should complete all IDT examinations and PROMPTLY forward the grades to NRS NLT 15 days after the examination has been administered. DO NOT HOLD GRADE REPORTS. SUBMIT THEM IMMEDIATELY TO DNRS. If a student has not submitted a requirement to you (the instructor), then annotate Form 234 that the student is INCOMPLETE.

(2) All graded written products results should be submitted prior to 20 May to NRS. If a student has not submitted a requirement to you (the instructor) prior to 20 May, then annotate Form 234 that the student is INCOMPLETE.

(3) The student will then contact NRS for information on how to submit either exams or written requirements.

e. Critique Procedures. Solution sheets are provided by DNRS for exam critiques. Conduct student critiques after all examination materials are collected. Students cannot take notes during critique sessions.

(1) Instructors must read their lesson plans carefully concerning critiques. Some of the courses do not have critique sessions only extensive review sessions before exam administration.

(2) If a critique session is allowed, instructors should discuss solutions with students. If a question needs to be read from the solution sheet; it should be done inconspicuously. SOLUTION SHEETS OR GRADING GUIDELINES ARE NOT POSTED FOR STUDENT VIEWING DURING OR AFTER THE CRITIQUE SESSION. THESE INSTRUCTIONAL ITEMS ARE FOR FACULTY USE ONLY. Grades calculated during the critique sessions are not final. Grades are final only after instructors have graded the exam, figured the class participation score for the course, and submitted the partial or final grade to DNRS.

(3) Under no circumstances should instructors allow students to handle solution sheets or grading guideline sheets.

(4) Remediation:

(a) If the student fails the examination, the instructor will report the failed grade to NRS and provide remedial instruction.

(b) While the instructor is providing the remedial instruction, unless the exam is a written one, the instructor should request from DNRS the next version of the exam. The student will have 60 days to take the retake exam and mail it to DNRS.

f. Return of CGSC Form 207 (mark sense answer sheet).

(1) The most current instructions for how to submit the class' requirements are in the chart on the NRS home page, "HOW TO SUBMIT THE REQUIREMENTS FOR GRADING."

(2) The CGSC Form 207 is used by the instructor to report the score earned for each requirement for a sub course, i.e. the written score, the multiple choice exam score and/or the class participation score. Requirements are evaluated by the instructor and the instructor uses the CGSC Form 207 to report the student's grade to DNRS.

(3) If a student does not submit a requirement for grading during the IDT or ADT session that the requirement is due, the course is incomplete and the student will have to submit the requirement to DNRS for evaluation.

(4) Promptly forward completed CGSC Form 207 with CGSC Form 234 to DNRS using the return envelopes provided. Do not send your grade report (CGSC Form 207) by certified mail, it slows processing and handling time. Instructors should always maintain a copy of student grades earned.

(5) Inactive Duty Training (IDT) Examinations. Instructors ensure that all grade report sheets are correctly filled in (e.g., name, social security number, sub course number, examination number, version, etc). Instructors should ensure they have put the student's score in the "A" bubble of the question which corresponds to the student's score. Read your lesson plan to assist you in determining the grade. Instructors arrange your grade reports alphabetically by last name, then complete a CGSC Form 234 (Brigade/Battalion Program Roster). Names of students who submitted answer sheets are typed in alphabetical order by last name. The grade report roster (CGSC Form 234) and individual grade for the student (CGSC Form 207) are returned to CGSC in one envelope. Instructors do not have to use the form, if you have the prescribed information on a word processing form which may serve "in lieu"of CGSC Form 234.

(6) Active Duty for Training (ADT) Examinations. Examination control officers will ensure that all CGSC Form 207s have been completed properly by the student and instructor. They arrange the 207s in alphabetical order by last name. The examination control officers completes CGSC Form 234; names of students who submitted answer sheets are listed (typed) in alphabetical order by last name. Please annotate on the roster the examination number, host Brigade/Battalion, and phone number. Each examination roster and 207s are returned to CGSC in one envelope.

g. Computation of Student Grades.

(1) Instructors are required to grade all requirements.

(2) Individual grades for each sub course (class participation, written requirement, and objective exam) are submitted separately and the DNRS computer will merge the requirement scores into a final grade. The student will receive a grade report for every requirement.

(3) Carefully read your evaluation plans for the amount of the class participation score. Some of the courses do not have a class participation score, i.e. Military Law or Resource Planning. The class participation score constitutes 20, 30, 40 or 60 percent of the student's sub course grade. Each student will be awarded an A, B, C or U in this category. This is a subjective evaluation on the instructor's part and instructors should use the criteria found in the evaluation section of the course advance sheet to assist in their determination. If the instructions tell you to report a class participation score, then report a percentage score based on the following chart:

A = 90 – 100 %
B = 80 - 89 %
C = 70 - 79 %
UNSAT = 0 - 69 %

(4) Send the CGSC Form 234 with the CGSC Form 207s to: Directorate of Non-Resident Studies
280 Gibbon Ave
Fort Leavenworth, KS 66027-2314

h. Make-up Examinations. If a student misses a scheduled IDT examination, an instructor can administer a make-up. Schedule the make-up as soon as possible but not later than 30 days after the original examination date. Do not do make-up examinations after 15 May. Instructors will submit grade reports immediately after the test is administered. Immediately report a student who fails to take a make-up examination to your Academic Counselor at DNRS.

i. Disposal of Examinations and Solutions. Upon completion of the examination, examination booklets are destroyed. Instructors and control officers should have presented a copy of student scores to the Battalion leadership prior to destruction of exams.

(1) Destroy solution sheets for IDT examinations after the examination critique is given. Battalion leaders are responsible to ensure all copies of examination solutions are destroyed expeditiously.

(2) Solution sheets for ADT examinations are returned to the site librarian immediately after the examination critique is completed. Solutions are reissued to succeeding participants, if required, or immediately destroyed after their last use.

SECTION III INSTRUCTIONAL SUPPORT

19. COMBINED ARMS RESEARCH LIBRARY

a. Non-Resident students are invited to use the Combined Arms Research Library (CARL).

b. The Combined Arms Research Library (CARL) is the research center for the Command and General Staff College and the Combined Arms Center. It also serves other TRADOC installations as well as military scholars and researchers throughout the United States and Overseas. The CARL is the best library in the world for the study of land warfare at the tactical and operational level.

c. The CARL encourages nonresident students to contact the Library for research assistance. Access to the CARL's home page can be found at http://wwwcgsc.army.mil/carl/catalog/ . It provides a substantial list of specialized Internet resources and a means of requesting reference assistance through our "Ask a Librarian" service (see below). Reference librarians can respond by telephone or by email, and can deliver bibliographies, photocopies, electronic documents, and other materials to nonresident researchers. Nonresident students may borrow most library materials via inter-library loan; see your local library for assistance.

d. The CARL collection consists of approximately 297,000 volumes concentrating on military science, history, politics, area studies, and leadership. Access to the collection is through the online public catalog, which offers students the ability to search by author, title, subject, and keyword. The catalog may be accessed at the following URL http://cgsc.army.mil/carl/catalog .

e. The CARL document collection, consisting of approximately 300,000 technical reports, after action reports, and historical materials, covers all aspects of military science, including leadership, intelligence, weapons, equipment, training, operations, tactics, and doctrine. CARL does maintain a complete collection of CGSC MMAS theses and SAMS papers. The most recent years' papers are available in digits at http://cgsc.leavenworth.army.mil/carl/contentdm/home.htm An extensive paper collection of military authority file publications (Army regulations, field manuals, DA pamphlets, training manuals, joint pubs) and other administrative, technical, and training publications, both current and obsolete, is also available.

f. The CARL Special Collections and Archives departments hold a very complete collection of CGSC instructional materials dating from 1882, tapes of guest speakers, and other College materials. Materials recording Fort Leavenworth's institutional life from 1970 to the present and other General Military History are available, on the Digital Library page, on our web site. http://cgsc.leavenworth.army.mil/carl/contentdm/home.htm Finding Aids for these collections are available at http://www-cgsc.army.mil/carl/resources/archival/arconline.asp#FA . Other materials available include VII Corps operational documents from Desert Storm, and materials from Somalia and other contingency operations. The Rare Book Room holds rare and valuable military books dating from the 17th Century. These items are all non-circulating and photo coping may not be allowed depending on the individual item.

g. Through several commercial vendors, the Library has on-line access to over 800 commercial databases, which contain in excess of 2000 full text publications, citations and abstracts for articles in some 100,000 periodicals, over 50 full text national newspapers, the complete text of most English language wire services, and extensive Congressional information. These online databases are invaluable research assets, greatly increasing access to information. The databases are available on our web site. (http://www-cgsc.army.mil/carl/databases/db_data.asp) Reference librarians will assist remote students in

using them, or can perform searches for students. The materials cited can be obtained from the CARL collection or from other libraries through the interlibrary loan network.

h. In addition to the commercial databases, the CARL is connected to the Defense Technical Information Center (DTIC), which provides access to over two million DOD studies and reports. http://stinet.dtic.mil/index.html Many of these reports are available in the CARL document collection; the others can be ordered as needed. Bibliographies on practically any military area of interest can be generated from DTIC's automated system.

i. You may use your AKO access to research databases provided at the Library Reference Center at the following URL http://www.libraries.army.mil/refctr.htm through the Army Library Program. The Army Library Program is designed to facilitating education, research, training, self-development, well-being, outreach, and lifelong learning for Army soldiers, civilians, and families.

j. The "**Ask a Librarian"** service is available to non-resident students. http://cgsc.leavenworth.army.mil/carl/qpform2.asp Reference librarians can respond by telephone or by email, and can deliver bibliographies, photocopies, electronic documents, and other materials to nonresident researchers. Please identify yourself as a non-resident CGSC student, and describe the information you need. Use your AKO email address. Our reference staff will assist you with your research. Nonresident students may borrow most library materials via inter-library loan; see your local library for assistance.

k. The Library subscribes to more than 1100 magazines and newspapers. Back files of many more are available in either paper copy or microfilm. The Library subscribes to approximately 50 specialized indexing and abstracting services.

l. The CARL occupies the entire south wing of Eisenhower Hall. The first and second floors of the Library hold the book, periodical, and microform collections and are open the following hours:

Monday - Thursday	0700-2100
Friday	0700-1700
Saturday	1000-1700
Sunday & Holidays	1200-1900

m. The third floor of the CARL contains the document collection and the archives. It is open Monday through Friday 0700-1700 closed weekends and holidays. ACCESS IS RESTRICTED.

n. The general telephone numbers for the CARL are (913) 758-3101/3102.

20. BOOK STORE

The Book Store, managed by the Army and Air Force Exchange Service, is located in the basement of Bell Hall. Operating hours are 0700 to 1500, Monday through Friday. Telephone number is (913) 651-6552. A variety of merchandise and services are available through this support facility. A wide selection of hardbound and paperback publications, school supplies, calculators, stationery, greeting cards, and software can be purchased. Nonresident student may order books from the bookstore. You may FAX your request to (913) 684-3244.