CGSC CIRCULAR 12-1 **15 March 2015**

CGSC Crest

International Graduate Badge

Information Booklet for INTERNATIONAL MILITARY STUDENTS Command and General Staff Officer Course

United States Army Command and General Staff College
International Military Student Division
100 Stimson Avenue
Fort Leavenworth, KS 66027-2301

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The proponent for this circular is the International Military Student Division, United States Army Combined Arms Center, Leader Development and Education (CAC LD&E).

Please send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the International Military Student Division, United States Army Command and General Staff College, 100 Stimson Avenue, Fort Leavenworth, KS 66027-2301.

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Director, International Military Student Division

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CHAPTER 1

GENERAL INFORMATION AND INSTRUCTIONS
U.S. ARMY COMMAND AND GENERAL STAFF COLLEGE
COMMAND AND GENERAL STAFF OFFICER COURSE
INTERNATIONAL MILITARY STUDENT PROGRAM

1-1. **General**. The Command and General Staff College (CGSC) Command and General Staff Officer Course (CGSOC) for International Military Students (IMS) has three parts: the International Officer Preparatory Course (locally called P910), the Officer Preparatory Course (locally called P930), and the Command and General Staff Officer Course (CGSOC). Information on the preparatory courses follows. CGSOC information is in Part II of this circular.

1-2. **Preparatory Courses**. Preparatory courses focus on skills needed to function comfortably in the local community and in the CGSC classrooms. The courses initiate socialization and relationships among the IMS and familiarize IMS with U.S. Army organization, doctrine, and staff procedures. **All IMS must attend both preparatory courses before beginning CGSOC.**

a. P910: The first phase of P910 is In-Processing. P910 enhances the IMS' ability to participate in the CGSOC environment; familiarizes the student with the College resources (e.g., computer network and library); familiarizes the student with Small Group Instruction within an adult learning model, and provides an appreciation of the political, social, and economic factors that have a bearing on U.S. people, their society, and their way of life. It is normally ten classroom days in length.

b. P930: Normally eight classroom days in length, P930 involves International Military Students, U.S. Army non-Operations Career Field officers (Chaplains, Medical Corps, Judge Advocate General, etc.), and officers from other U.S. military services (U.S. Navy, Air Force, Marine Corps) and a small number of U.S. Government (non-Department of Defense) "inter-agency" students, most commonly from the Department of State, Department of Justice, or Department of Homeland Security. Subject matter includes U.S. Army military terminology, organization, tactics, logistics, command and control, and the U.S. Army's Military Decision Making Process (MDMP).

1-3. Administrative Information.

a. Your initial instructions will contain the following

- A welcome letter from the Director, International Military Student Division (IMSD);
- An IMSD business card with important phone numbers to keep with you;
- Sponsor contact information;
- Instructions and appointments for In-Processing, Registration and ECL testing.

Until you receive your permanent United States Armed Forces Identification card, you will need to carry the following documents with you for identification and to access Fort Leavenworth: Invitational Travel Order (ITO), and passport with visa.

Your passport will be stamped at the U.S. Port of Entry. The stamp will be hand annotated with "D/S" for "Duration of Status". Your status is established by the end-date of the training scheduled in paragraph 8 of your ITO.

b. *In-Processing*. The International Military Student Division (IMSD) will schedule an appointment for you to In-Process. IMSD will provide your arrival data to your sponsors. If you arrive unannounced, by private automobile, or outside the authorized report dates, you may call the IMSD (913-684-7326/7324/7318) or report during duty hours (0730-1630, Monday – Friday) to the IMSD in Room 3528 at the Lewis & Clark Center, 100 Stimson Avenue, to obtain your initial instructions. If you need assistance outside duty hours, you should call or text 913 683-4184 or 913 683-4186. IMSD's organizational email (not monitored after duty hours) is usarmy.leavenworth.tradoc.mbx.cgsc-imsd@mail.mil. The following outlines In-Processing procedures and what you should bring with you:

(1). Each IMS will first visit the IMSD Deputy Director (Lewis & Clark Center, Room 3531) for orientation, followed by a passport and visa check. **Please bring passports and visas for yourself and all of your accompanying dependents. Spouses and children may attend this appointment but are not required.**

(2). IMSD's International Programs Specialists will review your ITO, validating the information alongside passport(s) and visa(s).

(3). Each IMS and his authorized dependents' passports, visas, and I-94 Cards (if issued) will be used to validate names and birth dates for accuracy on all official documents in order to properly generate necessary ID card applications.

(4). Each IMS will receive an ID card application for him/her self and those dependents over ten years of age, unless issued earlier at the Defense Language Institute. Each IMS will receive a Foreign Identification Number (FIN) along with the ID card. FINs are unique numbers, assigned for life. Once assigned, you will retain your FIN for any future U.S. military training. The FIN is used in lieu of a U.S. citizen's Social Security Number (SSN) and can be used to establish checking accounts, etc. FIN numbers are not printed on the ID card. You and your dependents' FINs will be annotated on a wallet-sized plastic card for you to keep. You will need to bring all ID cards and the FIN card back to IMSD to be scanned into a digital file. Your ID card will expire at the completion of your training. Officers scheduled for follow-on training after completion of CGSC will receive new ID cards bearing new expiration dates at the training location.

(5). Each IMS will receive on-post and off-post housing information.

(6). Each IMS will locate his student mail box in Lewis & Clark Center, room 3529.

(7). The International Loan Closet will be open during the week of In-Processing. IMS who need common household items may pick up and sign out the items on a loan basis for the academic year.

c. *Medical and Finance In-Processing.* Each IMS will submit their medical records (assembled and packaged by the Security Assistance Officer's staff), and receive medical and finance briefings during the In-Processing appointment. Again, this appointment time is located in the Welcome Packet. Accompanied IMS must be prepared to discuss dependent healthcare plans. Plans must comply with current policy established by the Defense Security Cooperation Agency.

(1). Each IMS will sit for Personal Affairs intake interview which includes a medical briefing. Accompanied IMS, or others with dependents authorized to join later, must provide proof of dependent healthcare insurance if the ITO does not assign dependent medical care costs to the foreign government. Failure to

provide proof of adequate dependent medical coverage may result in revocation of authorization for dependents.

(2). Those IMS paid a living allowance or travel payment under the International Military Education and Training Program (IMET) or the Combating Terrorism Fellowship Program (CTFP) orders will complete a travel voucher as required by their ITO. **We suggest that IMET and CTFP students record their travel itinerary data while en route**. The required data include dates, times, locations, mode of travel, receipts for lodging, and stating whether U.S. Government quarters and/or meals were available during any stopover (beginning with the departure in the IMS' home country, each stopover en route, and arrival at Fort Leavenworth). Please bring with you to In-Processing copies of all transportation documents to include hotel charges.

d. ***English Comprehension Level (ECL) language test.*** Current IMS graduates of the Defense Language Institute (DLI) plus IMS from the following countries are exempt from this CONUS test:

(1). Antigua, Australia, Bahamas, Barbados, Belgium, Belize, Brunei, Canada, Denmark, Dominica, Grenada, Guyana, India, Ireland, Jamaica, Malta, Mauritius, Netherlands, New Zealand, Norway, Singapore, St. Kitts, St. Lucia, St. Vincent, Trinidad and Tobago, and United Kingdom.

(2). Austria, Germany, Kenya, Pakistan, Sweden, and Switzerland.

All other IMS will take the CONUS ECL test at Fort Leavenworth. IMS who need to take the ECL test will receive an appointment time in their Welcome Packet. A minimum ECL test score of 80 percent is required for admission.

e. Registration.

(1). Registration will be conducted at a specific appointment time and location with instructions in your Welcome Packet. If accompanied, the IMS are requested to bring their spouses and children to registration.

(2). The following agencies routinely participate in registration:

- The International Military Student Division (IMSD) will take digital photographs of the IMS, spouse, and family members for a family

group photo and a separate photograph of the IMS for identification purposes.

- Leavenworth Post Office
- Fort Leavenworth Frontier Heritage Communities (on-post housing)
- Command Chaplain
- International Military Student Loan Closet
- Post Thrift Shop
- Organization of International Spouses and Sponsors
- Fort Leavenworth Spouses Club
- Leavenworth Chamber of Commerce Operation International
- Kansas City People-to-People International.
- Leavenworth Public Schools
- Armed Forces Bank
- Frontier Community Credit Union
- Leavenworth Police Department
- Fort Leavenworth Police
- CGSC Security

f. *Dependent children's school physicals.* The IMSD coordinates with Munson Army Health Center (MAHC) and will assist IMS with making individual medical appointments. If your dependents arrive after the scheduled date for immunization screening at MAHC, please contact the IMSD for guidance. Details on immunization requirements for children entering schools in Kansas for the first time are in Appendix F of this Circular. Be sure to bring all available immunization records with you. **Please ensure all dependent immunization records are written or translated into English.**

g. *Holidays.* CGSC observes the following U.S. National Holidays:

New Year's Day	*1 January*
Martin Luther King, Jr. Day	*Third Monday in January*
Presidents Day	*Third Monday in February*
Memorial Day	*Last Monday in May*
Independence Day	*4 July (3 July in 2015)*
Labor Day	*First Monday in September*

Columbus Day	*Second Monday in October*
Veterans Day	*11 November*
Thanksgiving Day	*Fourth Thursday in November*
Christmas Day	*25 December*

h. *Term Breaks (see Appendix A).*

IMS are encouraged to take leave during these periods. **In accordance with (IAW) Army Regulation (AR) 12-15**, ***Joint Security Cooperation, Education and Training (JSCET),*** **dated 3 January 2011, IMS who desire to travel outside the United States for more than 72 hours must first obtain permission, in writing, from their embassy or Ministry of Defense.**

i. *Holidays on weekends.* When a national holiday falls on Saturday, no classes are in session on the preceding day. When a holiday falls on Sunday, no classes are in session on the following day. All Federal and state offices are normally closed on holidays.

CHAPTER 2

PREPARATIONS FOR YOUR ATTENDANCE AS A COMMAND AND GENERAL STAFF OFFICER COURSE STUDENT

Section I.
GENERAL

2-1. General. As a newly designated student to CGSOC, you should correspond, contact or preferably visit the U.S. Security Cooperation Officer (SCO) in the Office of Defense Cooperation (ODC) or equivalent, in your country, for instructions and a pre-departure briefing. Do not be reluctant to ask for this brief; it is extremely important. Also, ask that they include in your "**SANWEB Arrival Message"** to CGSC, Fort Leavenworth, the **number and ages of any dependents who will arrive with you**, so that CGSC can properly arrange pickup for you and your family at the airport.

2-2. International Military Student and Dependent Information.

a. We need information about you before you arrive! Please ensure you submit all requested personal and family information, your airline flight number, arrival date and times to the SCO office. Please contact us at the email address usarmy.leavenworth.tradoc.mbx.cgsc-imsd@mail.mil and include any temporary or permanent lodging reservations needed. Inform us whether you would like on-post housing. NOTE: this indication does not guarantee you will actually receive on-post housing. You must apply for on post housing. Any student wishing to reside on Fort Leavenworth must submit a housing application. Use this link http://www.ftleavenworthfamilyhousing.com to read about on-post housing; click on "incoming residents" to find and download an application form. Send applications as early as possible to our office, either by email sent to usarmy.leavenworth.tradoc.mbx.cgsc-imsd@mail.mil or by fax 913-684-7333.

b. Ensure names, birth dates, and other pertinent data are complete and accurate when entered on forms that you may receive in advance. Be absolutely certain that names are entered as shown in your passport (surname and given name and dates are entered as specified in on the forms (yyyy = year, mm = month, dd = day). Be as candid as possible in describing any special needs your family members may have with respect to mobility, schools, medical conditions, etc.

c. The United States Department of Defense (DoD) issues identification (ID) cards, and name tags, using the name as written on the individual's visa. Again, ensure given names, surnames, and birth dates on your visa and dependents visas are entered exactly the same as in your passport.

2-3. Invitational Travel Order.

a. The SCO issues your Invitational Travel Order (ITO). Besides your passport, your ITO is the most important document you will have while in the United States. You should ensure that your ITO contains your complete name (exactly as written on your passport and visa). The SCO should give you a minimum of 5 copies of your ITO.

b. Your ITO authorizes your training at a specified U.S. military installation. **Please pay close attention to travel, living allowances, dependent medical care cost responsibility, healthcare insurance requirements, and baggage instructions.** In order for CGSC to issue Armed Forces Identification (ID) cards to your eligible dependents, Paragraph 12 of your ITO must include your dependents' names, ages, and relationship to you, along with passport and visa information. **CGSC cannot amend your ITO. ITOs are amended by the SCO**. Waiting for amendments may delay the issue of ID cards.

2-4. Passports.

a. Your government is responsible for issuing passports and for helping you to obtain visas for entry into the United States. Your government should ensure that your passport and visa and your dependents' passports and visas are valid for the entire duration of your training period as stated on your ITO. The U.S. visa is the authority to **enter** the United States during the valid period. It has **no relation** to the **period of stay** in the United States. A U.S. Immigration and Customs Enforcement Services (ICE) official stamp is received when entering the United States. Paper versions of the Form I-94 are no longer issued. See the Fact Sheet at Appendix F which explains this change and provides instructions for how to obtain a paper version if you wish to. Your ITO establishes your status in the United States. The stamp should be hand-annotated "**D/S" for "Duration of Status**" on your Visa.

b. Visas for the United States are NATO-2 for NATO armed forces IMS and their dependents; and A-2 for non-NATO armed forces and dependents. IMS receive *"A-2"* or "*NATO-2*" visas because they are traveling to the United States on official business of a foreign government. Any visa other than "*A-2"* or *"NATO-2"* is not appropriate and will cause you many hours of work to get corrected once in the United States.

c. When you receive your ITO, be absolutely certain that the spelling of your name matches the spelling of your name on your PASSPORT and VISA. Your surname, given name and date of birth must match across all three documents. Don't assume; CHECK!

d. U.S. Code (public law) grants NATO-2 or A-2 IMS and their dependents status as "nonimmigrant," and as "other officials and employees." As such, they are admitted into the United States solely for the purpose of representing the interests of their respective governments. Accepting other employment or engaging in private commercial ventures is permissible only under specific circumstances. IMS and their dependents are strongly cautioned to not accept employment for wages or engage in commercial ventures without first consulting with appropriate authorities at their respective embassies.

2-5. Temporary Mailing Address. Your mailing address while en route, and only until such time as you have a permanent residential address, will be:

Full Name, Rank, and Country

International Military Student Division Room 3528

U.S. Army Command and General Staff College

100 Stimson Avenue

Fort Leavenworth KS 66027-2301

USA

2-6. International Military Education and Training Living Allowances (as authorized by ITO). The International Military Education and Training (IMET) living allowance is programmed to defray costs of lodging, meals and personal necessity items (referred to as "incidentals") while in training in the United States. It is a supplement, <u>not</u> intended to be a sole source of income or to support dependents.

a. The host country should ensure that its attendees have sufficient funds to meet and maintain an acceptable living standard comparable to a U.S. officer student. This concept should be discussed during the pre-departure briefing.

b. **The first TLA payment will occur approximately 20 days following in-processing, therefore IMS should arrive with sufficient funds to sustain them while in route to, and for the first 30 days of training**. If there are problems or unexpected expenses, please notify IMSD.

c. Accompanied International Military Students.

(1). Family Quarters are available on Fort Leavenworth for accompanied IMS. Family quarters on Fort Leavenworth are managed for the Army, under contract by Fort Leavenworth Frontier Heritage Communities, LLC. IMS authorized to bring dependents to CGSC Any student wishing to reside on Fort Leavenworth must submit a housing application. Use this link http://www.ftleavenworthfamilyhousing.com to read about on-post housing; click on "incoming residents" to find and download an application form. Send applications as early as possible to our office, either by email sent to usarmy.leavenworth.tradoc.mbx.cgsc-imsd@mail.mil or by fax 913-684-7333.

(2). Fort Leavenworth's Housing Services Office maintains a referral list of suitable rental units available in the local area. Your sponsors will also assist you in selecting housing. (http://garrison.leavenworth.army.mil/newcomers/Housing/Housing.asp).

(3). Accompanied IMS authorized a living allowance paid by the U.S. Government while attending CGSC are eligible for a housing allowance. This amount is specified by the Department of Defense.

(4). Throughout the year, when authorized dependent family member(s) will not be physically located at the IMS' residence, then you must notify the IMSD of the family member's absence (date of departure and date of return).

d. Unaccompanied International Military Students authorized Travel and Living Allowance (TLA) by the U.S. Government while attending CGSC will receive the rate established by the Department of Defense. They have the option to live in managed housing on Fort Leavenworth or in an apartment or house in the local area. TLA limitations apply as with accompanied personnel. An unaccompanied IMS may have his or her spouse, family member or guests visit at no additional

charge; however registration of the guest is required and strictly enforced. Under law, landlords may restrict occupancy by guests, so do not presume your guests may legally stay at your rented residence indefinitely.

2-7. **Uniforms**. International Military Students assigned to CGSC should plan to wear their respective national uniforms to all classes and official academic and social functions, unless otherwise notified.

a. Duty uniform for most classroom activities throughout the year is the equivalent to the U.S. Army's "Army Combat Uniform" (commonly referred to as the ACU). The ACU is both a field and informal work uniform for non-fatigue duties. Official nametags and U.S. equivalent rank insignia will be issued during In-Processing and required for uniforms through "Class A".

b. From time to time, for special occasions, another level of uniform will be directed in advance and so-stated on class schedules. It is understood that not all non-U.S. services have the same array of uniforms used by the U.S. Army. IMS must use their judgment to determine the best choice to meet the intent of the occasion. The following levels, expressed in *U.S. Army* terms, describe these uniform levels, from least formal to most formal.

(1). The "Class B" is first level above the Amy Combat Uniform. It includes a short-sleeved, open neck shirt. Badges of rank are mandatory, skill badges, awards and decorations are optional. During cold weather, a "Seasonal Class B" uniform includes a jacket or sweater worn at the user's discretion. The civilian equivalent is dress slacks with a collared shirt. In-processing and Registration are conducted in seasonal Class B uniform.

(2). The Army Service Uniform (AS) is more formal than the Class "B". This uniform includes a coat and necktie. Badges of rank are mandatory. Skill badges, awards and decorations are optional, but customarily worn. The civilian equivalent is a sport coat or blazer, and a collared shirt with necktie.

(3). "Dress Blue" is more formal, but may be similar to the "Class A". It is more ornate, and used for formal or ceremonial occasions such as military socials, balls and receptions. The civilian equivalent is a dark grey or dark blue business suit.

(4). The "Mess Blue" is the most formal uniform commonly worn by U.S. officers. Possession of a Mess Blue uniform is optional for U.S. officers, though

most Field Grade officers (majors and above) do own them. It consists of a waist-length jacket, white shirt and lighter-blue trousers. It is always worn with a bow tie.

c. Uniform standards and civilian equivalents will be covered in detail during the first day of the International Military Student Preparatory Course. Questions regarding uniforms should be initially directed to IMSPC instructors. Following IMSPC, uniform questions may be directed to Student Ambassadors or to IMSD staff.

d. Jeans are not an appropriate equivalent for any occasion calling for military uniforms or any IMSD sponsored Field Studies events or socials *unless specifically authorized in advance*.

Section II
TRAVEL TO THE CONTINENTAL UNITED STATES

2-8. Modes of Travel. The SCO will help prepare you for your travel to the United States.

a. International Military Education and Training (IMET) students:

(1). Based on your ITO, the SCO will arrange that portion of your travel paid for by IMET (U.S. Government) funds.

(2). IMET students, to the extent possible, travel via U.S. flag carriers over the most direct routes between points specified in the travel orders. You are responsible for any costs associated with deviations from this route for your personal convenience. **Students arriving by air should be ticketed to Kansas City International Airport, Kansas City, Missouri (Airport Code: MCI).**

(3). In cases where all or any portion of official travel is done at personal expense, you will receive reimbursement only *when your ITO authorizes such travel.* Such reimbursement is limited to official distance between the locations authorized in your ITO. You may use foreign flag carriers only when U.S. carriers are not available.

(4). Reimbursement for travel by privately owned vehicle (POV) is not provided unless previously authorized in your ITO.

b. Airline tickets are valid for one year. Since many foreign carriers do not have a local representative in the Kansas City metropolitan area, IMSD recommends that tickets purchased by you or your government be **one-way tickets** to the United States. If you must have your airline ticket reissued, you or your government must contact the airlines to make arrangements to extend the tickets.

2-9. Arrival—Departure Record. At the U.S. port of entry, your passport will be stamped and annotated by U.S. customs authorities.

2-10. Arrival Notification from Outside the Continental United States. It is extremely important that you or the SCO notify the IMSD of your arrival plans. This includes your flight number, carrier, date and time of arrival, and number and age of

accompanying dependents. **Minimum** lead time is 15 days for unaccompanied IMS and 30 days for accompanied IMS. The appropriate method is for the SCO to post an arrival notice in the Security Assistance Network (SAN). If absolutely necessary, this notification can also be submitted by email to usarmy.leavenworth.tradoc.mbx.cgsc-imsd@mail.mil. If your arrival data changes en route to Fort Leavenworth or is submitted late, please contact the IMSD (telephone: 913-684-7319 / 7318 / 7324; FAX 684-7333) during duty hours or the Staff Duty Officer (telephone: 913-684-4448) after duty hours for assistance. Duty hours are 0730—1630 weekdays. You may also phone or text 913 683-4184 any time.

2-11. Arrival Notification within the Continental United States. If you travel by privately owned vehicle (POV) within the Continental United States to Fort Leavenworth, you are to report to the International Military Student Division in the Lewis & Clark Center, 100 Stimson Avenue, room 3528 (telephone 913-684-7326 / 7318 / 7319 or FAX 684-2038) during duty hours. After duty hours, please call or text 913 683-4184.

2-12. Travel from Kansas City International Airport to Fort Leavenworth. Students arriving by air should be ticketed to Kansas City International Airport, Kansas City, Missouri **(Airport Code: MCI)**. The Kansas City International airport is 20 miles from Fort Leavenworth. If the IMSD knows your arrival date and time in advance, the IMSD will arrange for your sponsor(s) to meet you at the airport and help you with initial transportation and accommodations. If the IMSD does not know your correct arrival data or it changes en route to KCI, you can take an airport shuttle service from the airport to the College. From KCI airport, call (toll free) 1-800-331-6796 for “Rick’s Airport Shuttle” service. The cost ranges from $30-40 for one person. To avoid any delay at the airport, notify the IMSD during duty hours at 913-684-7318 or 913-684-7326 or of any changes to your itinerary. If you arrive after duty hours and nobody meets you, please call or text 913-683-4184.

2-13. Customs. Regulations require that you declare at ports of entry all items imported into the United States. *Your baggage is not subject to a customs payment, but your baggage is subject to inspection by customs officials. DO NOT LOCK YOUR BAGGAGE AS ALL BAGGAGE IS SUBJECT TO INSPECTION. LOCKS WILL BE BROKEN IN ORDER TO INSPECT YOUR BAGGAGE.*

2-14. Baggage.

a. Address each box as follows:

<PRINT IN ENGLISH—USE 2-INCH LETTERS>

YOUR RANK AND COMPLETE NAME INTERNATIONAL MILITARY STUDENT DIVISION ROOM 3528 US ARMY COMMAND AND GENERAL STAFF COLLEGE 100 STIMSON AVE FORT LEAVENWORTH KS 66027-2301 USA CUSTOMS CLEARANCE: KANSAS CITY, MISSOURI

b. If you or your government ships your baggage directly to Fort Leavenworth, please retain in your possession a copy of the waybill or shipping invoice that shows the complete carrier's name and the U.S. representative's name. Shipments usually require approximately 7 to 10 weeks reaching Fort Leavenworth by surface means.

c. To simplify customs clearance, prepare and retain in your possession a list of the contents of each box or crate.

2-15. Helpful Suggestions.

a. Do not carry a large amount of cash in any currency. Purchase traveler's checks in U.S. dollars or plan for ATM withdraws.

b. If your country has monetary exchange limitations, arrange for the necessary Exchange Permission before your departure from home country.

c. If your dependents will accompany or join you, it helps if you—

(1). Enroll your spouse in a driving course. It is 4 kilometers from most post facilities to the center of Leavenworth and there is no public transportation on or off-post. Consider this fact when you locate housing.

(2). Bring immunization records (annotated in English) for you and your dependents. You will need these records to register your children in school and

for child care at the Child Development Center (CDC). Recommend your dependents complete required immunization for school enrollment prior to departing for training in the United States.

(3). Bring your dependents' school records.

(4). Have your spouse and children bring traditional dress, costumes, or cultural items from your country. There are several occasions when you may all want to wear traditional dress.

d. Do not bring liquor with you. You cannot legally bring liquor into the State of Kansas. You may purchase liquor, wine, and beer after your arrival at Fort Leavenworth.

e. If your family will not join you, bring a family portrait for the class yearbook.

CHAPTER 3

THE FORT LEAVENWORTH SETTING AND FACILITIES

Section I.
LOCATION AND CLIMATE

3-1. **Location**. Fort Leavenworth is near the Missouri River in the State of Kansas (see map below). It is about 1,200 miles west of Washington, DC, 900 miles northwest of New Orleans, 2,000 miles east of San Francisco, and about 800 miles south of the Canadian border. The nearest large city is Kansas City, Missouri, about 30 miles to the southeast. The 10 counties comprising the greater Kansas City area (including surrounding suburbs) have a population of approximately one and a half million people. South of Fort Leavenworth is the city of Leavenworth, Kansas, which has a population of approximately 35,500 people; and the city of Lansing, Kansas, with a population of 9,500. It is 2.5 miles (4 km) from post Headquarters Command to the center of Leavenworth.

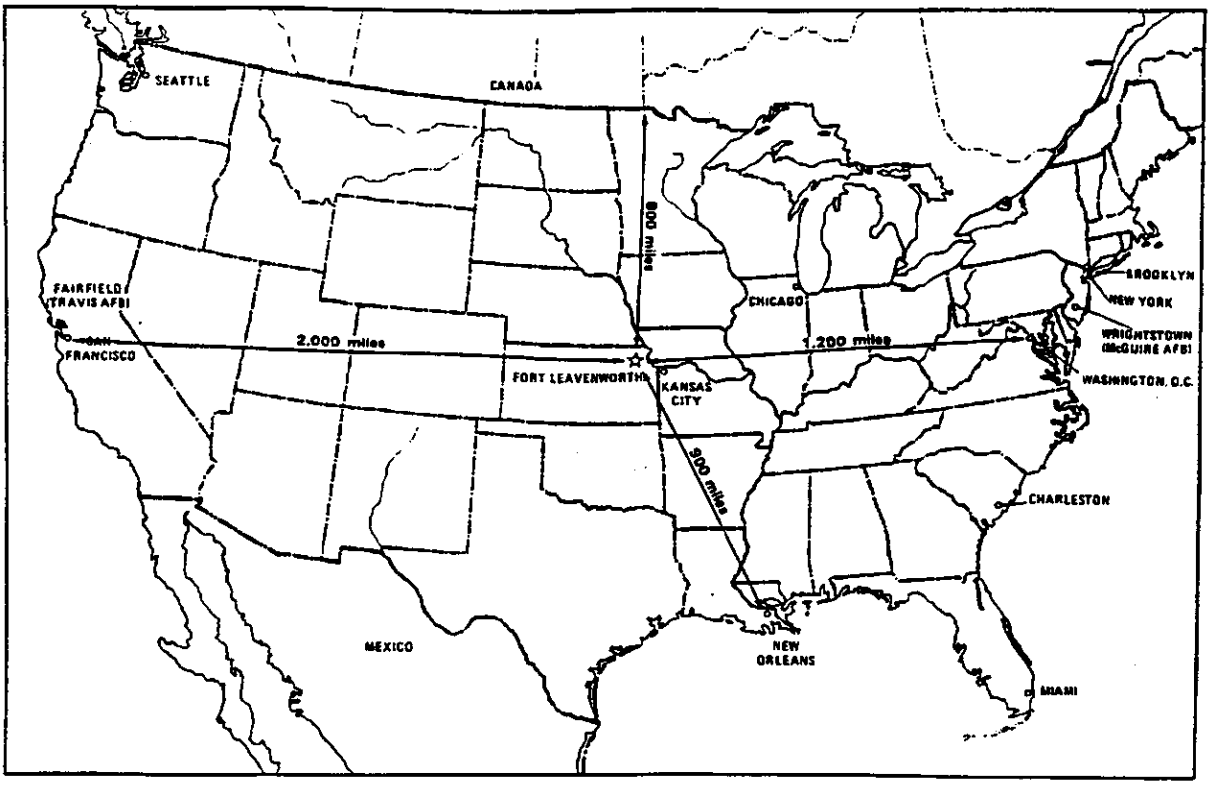

Figure 3-1. Map of the United States showing ports of entry and location of Fort Leavenworth.

3-2. Weather Conditions.

a. Weather. The average high temperature during the summer months is 32 degrees Celsius (89 degrees Fahrenheit), with a maximum of 43 degrees Celsius (110 degrees Fahrenheit). In the winter months, the average low is 8 degrees Celsius below zero (18 degrees Fahrenheit). The rainfall is moderate and evenly distributed throughout the year. From late November to mid-March, there is normally some snowfall. Mean average high and low temperatures are:

Month	Celsius		Month	Celsius	
January	High Low	1C -5C	July	High Low	31C 21C
February	High Low	3C -3C	August	High Low	31C 20C
March	High Low	8C 1C	September	High Low	25C 16C
April	High Low	17C 8C	October	High Low	17C 10C
May	High Low	23C 12C	November	High Low	10C 3C
June	High Low	27C 17C	December	High Low	3C -2C

b. Light data. Depending on the season of the year, there is a great variation in daylight. In June, sunrise is before 0600, and sunset is about 2000. During December, sunrise occurs about 0730 and sunset about 1700.

Section II.
FACILITIES AND PRIVILEGES

3-3. **General**. Fort Leavenworth is a self-contained community with rural surroundings in each cardinal direction. It has most of the facilities found in a small U.S. city. There is no mass transportation, either on Fort Leavenworth or in the city of Leavenworth. All garrison facilities and privileges (other than routine dental care) ordinarily available to U.S. officers are available to you.

3-4. **Identification Cards**.

a. Armed Forces Identification Cards are the property of the United States Government and as such are considered controlled items, and constantly accounted for. International Military Students must be certain they impress upon their dependent ID Card holders the significance of maintaining control of their ID cards at all times. When not physically on the person, they should be stored securely. Do not loan them to a friend or leave them at another person's home or business. Law Enforcement officials on military reservations will confiscate expired, altered or mutilated Identification Cards. If a card is lost, the loss must be reported to the installation Director of Protective Services (historically and still commonly referred to as the Provost Marshall) before the card may be replaced.

b. Certain facilities at Fort Leavenworth are open only to military personnel and their dependents authorized Armed Forces Identification (ID) cards.

c. A copy of your ITO and your passport will facilitate your use of post facilities until you receive your Armed Forces ID card, so use them until that time. Should you have a language problem or require assistance, contact the IMSD.

d. You will receive U.S. Armed Forces ID cards for yourself and authorized dependents shortly after you report to the IMSD. The Adjutant General's Office will issue ID cards only to authorized dependents (listed on your ITO) above the age of 10. Authorized dependents under age 10 are not issued ID cards—they may enter post facilities when accompanied by an adult with a valid ID card.

3-5. **Medical Care.**

a. **Authorizations and Financial Responsibilities.**

All International Military Students and authorized dependents have the same access to the same treatment options. There are, however, differences in how that treatment is paid for.

(1). The United States and your government enter into certain agreements regarding your medical and dental care while you are at Fort Leavenworth. Your ITO designates who is responsible for payment for medical services rendered to IMS and authorized dependents. You will also receive a thorough briefing on medical care when you arrive at CGSC. Following arrival, please refer any questions to the IMSD at 913-684-7326 (Personal Affairs Coordinator) or (for services provided on-post) to the Munson Army Health Center's Uniform Business Office Manager at 913-684-6048. Do not expect your CGSC classmates or Sponsors to understand billing procedures for International Military Students. See IMSD!

(2). Adequate healthcare (medical) insurance is a requirement for all dependents, unless the ITO **specifically states** medical costs are the responsibility of the foreign government. During In-processing, the IMSD will verify that all students have either obtained healthcare insurance for their accompanying dependents, or have the necessary "foreign government" responsibility so stated. Adequate medical coverage is mandatory for accompanying dependents, under current policy established by the Defense Security Cooperation Agency Memorandum 10-39, Subject: International Military Students, Civilians and Authorized Dependents Healthcare Coverage, dated 23 June 2010 and DSCA Policy Memo 11-32, dated 15 August 2011.

(a). Establishing minimum qualifying medical insurance is a prerequisite for placing dependents on Invitational Travel Orders. Failure to maintain minimum qualifying medical insurance may be grounds for dismissal from training.

(b). Minimum ("qualifying") required healthcare insurance policy coverage:

(i) Healthcare insurance policy coverage should include coverage for all-non-elective medical conditions, and must remain in effect for the duration of the IMS and authorized dependents DoD sponsored stay in the United States. The initial insurance policy should be in effect for one year or the duration of the IMS stay in the United States under DoD Security Cooperation sponsorship, whichever is less, and must be renewable.

(ii) Medical benefits of at least $400,000 per year (payable in U.S. dollars: no conversions from foreign currency.

(iii) A deductible not to exceed $1,000 per family.

(iv) Repatriation of remains in the amount of $50,000 (per individual), should a death occur in the United States. NOTE: This provides for the preparation and transportation of remains to home country.

(v) Medical evacuation to home country in the amount of $250,000 (per individual) for immediate transportation to the nearest adequate medical facility, and subsequently in the event it is determined to be medically necessary for IMS and or authorized dependent to return to home country.

(c). Healthcare insurance policy must also meet the following requirements:

- No exclusion for payment of benefits directly to a U.S. Department of Defense Medical Treatment Facility if applicable.

- Provide nationwide coverage/services; non U.S. based policies must provide benefits in the United States.

- Provide single-source administration/management for the policy.

- Have a point of contact in the United States. In all cases, the insurance company is to pay promptly in U.S. currency directly to the healthcare provider.

- Provide the policy written in English; NOTE: An English copy of the policy will be provided to the SCO, the servicing MTF and the IMSO at all schoolhouses within the IMS' training track (e.g. DLI ELC, etc.). The IMS will also retain a copy of the policy.

(3). All female IMS and authorized female dependents between the ages of 18 to 44 require either country indemnification or healthcare insurance of at least $250,000 for prenatal, childbirth and postnatal care in addition to the insurance requirements already specified. NOTE: Policy and procedures for a health policy waiver are provided in DSCA Policy Memo 09-42.

(a). Pregnant dependents will not be authorized to accompany or join an IMS unless the costs of prenatal, childbirth and postnatal care are indemnified by their country, covered by an FMS case, or by an already existing pregnancy insurance policy of at least $250,000. NOTE: Pregnancy insurance is in addition to insurance requirements already noted.

(b). An authorized dependent without pregnancy coverage found to be pregnant after arrival in the United States will be returned to their home country immediately unless the IMS' government guarantees within ten working days after notification to pay all costs associated with prenatal, childbirth and postnatal care.

(c). Pregnancy and childbirth coverage is not usually included in insurance policies purchased less than 12 months in advance, and is generally very expensive. Pregnancy is considered a pre-existing condition and pregnancy insurance coverage is not available for purchase after an IMS or dependent is determined to be pregnant.

(4). Required health screening and healthcare financial responsibility entries for IMS and authorized dependents must be annotated appropriately and accurately on the ITO according to the status of the IMS. Authorized dependents will not be added to the ITO until all medical screening and healthcare coverage requirements have been verified by the SCO.

(5). For IMS and authorized dependents, the SCO will indicate in the ITO how healthcare charges will be paid and ensure the ITO includes a U.S. billing address and U.S. telephone number.

(a). When commercial insurance is the means of healthcare coverage, the SCO will include the insurance company name, policy number, inclusive dates of the policy, and the U.S. point of contact in Block 12 of the ITO.

(b). If the foreign government or FMS case is responsible for IMS and authorized dependent healthcare coverage, a statement will be placed in the Remarks Section of the ITO that includes whether or not all costs associated with pregnancy coverage is included in this coverage.

(6). It is very important IMS and adult family members review their ITO with the SCO or a qualified SCO representative. Non-NATO Foreign Military Sales students contact their respective countries' Embassies in Washington, D.C. upon arrival in the United States.

(7). It cannot be overstressed that **Medical care in the United States is very costly** and that the risk of incurring tremendous personal debt as a result of accidents or unforeseen illnesses must be properly prepared for and maintained throughout the duration of training. Before departure from your home country, be sure the Security Cooperation Officer or representative explains your medical insurance requirements.

b. Fort Leavenworth's Medical Care System.

(1). **Munson Army Health Center (MAHC)** is located at 550 Pope Avenue, Fort Leavenworth. **It is important to note that Munson is not a hospital.** It is a community oriented health center offering limited outpatient care. Medical care for children over the age of 21 (or 23 if they are full time students), parents, parents-in-law, other relatives, friends, or domestics is ***not available at Munson***. It is available at local civilian hospitals at personal expense. For more information on the Munson Army Health Center see https://www.munson.amedd.army.mil.

(2). There are two hospitals in the Leavenworth area (Saint John Hospital and Cushing Hospital) and several in the Kansas City Metropolitan Area. You may be referred to any of these facilities for specialized or in-patient care. The Family Practice, Pediatrics, Immunization, Gynecology (GYN), general outpatient clinics, Orthopedics, Internal Medicine, Podiatry, Same Day Surgery, and Physical Exam clinics, and the Pharmacy are in MAHC itself. There are no inpatient care facilities at Munson. Reimbursement of costs to Munson or civilian medical facility will be in accordance with your ITO.

(3). "**Sick Call"** is a term not used on Fort Leavenworth. All urgent care (non-emergency) and routine appointments must be made by telephone. Call 888-269-0109 or 684-6250 to schedule a same-day appointment for urgent care or within a week for routine appointments.

(4). **Emergency Services.** Civilian hospitals in the local area provide all emergency care. Leavenworth County Emergency Medical Service provides ambulance service. ***Munson Army Health Clinic does not provide***

emergency services. **Please note that emergency medical services are very expensive in the United States.**

(a). Use either Cushing Memorial Hospital or St. John Hospital for emergency and urgent care, such as adult chest pain, severe shortness of breath, complicated fractures or lacerations, or motor vehicle trauma.

(b). IMS or dependents who ***suddenly*** become ill or incur a physical injury or who develop obstetric or gynecological problems should go to either St. John Hospital or Cushing Hospital Emergency Room in Leavenworth. For illness or injury involving potential loss of life, limb or eyesight, call 911 rather than transport by private automobile. Emergency Medical Service first-responders will arrive within minutes.

(5). **Patient Appointments at Munson**. Please call **888-269-0109 or 913-684-6250** to schedule appointments.

(6). **Cancellation of Appointments**. When it is necessary to cancel an appointment, please call at least 24 hours in advance (if possible). The number to call to cancel an appointment is 684-6211 or 684-6250. If no one is available to answer the phone, a recording device will record a message during duty hours.

(7). **Important Numbers to Have Available**

Frequently Used Hospital Telephone Numbers		
SERVICE	**HOURS**	**TELEPHONE NUMBER**
EMERGENCY	24 Hours	911
Munson Information Desk	24 Hours	684-6000/6001
Health Systems Specialist	Monday—Friday 0800—1600	684-6211
Patient Representative	Monday—Friday 0800—1600	684-6105
Appointments	Monday—Friday 0800—1600	684-6250

Treasurer	Monday—Friday 0800—1500	684-6048
Pharmacy	Monday—Friday 0800—1700	684-6102

Complete, updated contact information is available on the internet:
https://www.munson.amedd.army.mil/contact/contact.htm

(8). **Munson Clinical Services.** All Munson clinical services are routinely open from 0730—1700, Monday through Friday. The Primary Care Clinic (PCC), located in Munson Army Health Center, is open from 0730—1800, Monday through Friday. The Family Practice, Pediatrics, and General Outpatient services are all located in the Primary Care Clinic.

(9). **Medical Records**.

(i). At the end of training, all NATO IMS will pick up their medical records at the Munson Army Health Center Release of Information Office and take them to their country medical record administrator.

(ii). Non-NATO IMS may request and will receive a copy of their medical records to take back to their country. Contact the Release of Information Office at Munson at least 60 days prior to course end date to request copies.

3-6. Housing.

a. Both bachelor and family housing is available for IMS on Fort Leavenworth. Students have the option of obtaining quarters in the local civilian community, or requesting U.S. government family quarters on Fort Leavenworth. Family housing on Fort Leavenworth is managed by Fort Leavenworth Frontier Heritage Communities, LLC. You can read about family housing at this web site: http://www.ftleavenworthfamilyhousing.com/ .

b. Temporary lodging is available on a limited basis for IMS accompanied by their family member(s). These limited accommodations are available on a first-come, first-served basis. Please call IMSD's Personal Affairs Coordinator at 913-684-7326 or send an email usarmy.leavenworth.tradoc.mbx.cgsc-imsd@mail.mil for more information.

c. Unaccompanied IMS.

(1). Prior to arrival, coordinate for temporary lodging through the IMSD. You will receive a room based on information submitted by you to IMSD at usarmy.leavenworth.tradoc.mbx.cgsc-imsd@mail.mil or by fax 913-684-7333.

(2). Unaccompanied IMS may occupy a single-family house on Fort Leavenworth or an apartment or house in the local community for the academic year. Each IMS is responsible for the maintenance and condition of whatever facility he rents. Those who elect to live off-post will be responsible for transportation to and from class. There are no public transportation options in Leavenworth, so this needs to be an important consideration in this decision. TLA recipients will be reimbursed for allowable lodging expenses within maximum daily allowances set by Joint Federal Travel Regulations (JFTR).

(3). All lodging requests are through IMSD by e-mail at usarmy.leavenworth.tradoc.mbx.cgsc-imsd@mail.mil or by fax 913-684-7333 prior to or immediately following travel to Fort Leavenworth. Housing requests made after arrival are very unlikely to be immediately approved. Normally there are already students on waiting lists for on-post quarters at that time, but new applications are accepted and filed by date.

d. Accompanied IMS living off-post. If you choose to live off post, IMSD recommends you start your search for off-post housing with a referral list from the Fort Leavenworth Automated Housing Referral Network (AHRN). AHRN will provide a list, tailored to your specifications, of available houses and apartments *in good, safe neighborhoods* in the local area. (https://www.ahrn.com/fortleavenworth.php).

(1). When you have selected a place to live, make sure to do five very important things.

- First, inspect the premises before you sign a lease agreement. *Do not accept* a civilian rental unless a complete inspection is done and both you and the property owner have signed the document. If an owner refuses the inspection, do not proceed with the procurement of that residence.

- Second, be extremely careful when writing in the lease agreement the date you will leave the rental unit. If you decide to leave before the lease

agreement expires, you will continue to be responsible for all rental expenses.

- Third, ensure that you have a military clause stated in your written agreement. If you are recalled to your country, without this, you will be held responsible for all expenses until the period of the lease expires.

- Fourth, be sure that the lease lists, by name, all family members (over the age of 16) who will want to obtain a Kansas driver's license. This is because the state of Kansas must have proof of residency before they will issue a Kansas driver's license to anyone. This is a relatively new requirement as of last year. The lease will be your document used to establish residency in Kansas.

- Fifth, bring your lease agreement to the Housing Services Office for final review before you sign this legally binding document. HSO will evaluate the lease for compliance with the Kansas Landlord-Tennant Act. Any issues HSO identifies can then be negotiated before actually signing the lease and submitting deposits and starting utility services. (http://portal.hud.gov/hudportal/HUD?src=/states/kansas/renting/tenantrights)

(2). Rental prices in the Leavenworth area vary widely. For IMET students, make sure you understand the amount of money you will receive per month from your IMET Travel and Lodging Allowance (TLA) before committing to any contract. At the date of this publication, it is $106.00 per day. Do not make a commitment that will exceed your ability to pay. If you are uncertain or confused on any issue and your sponsor is not able to help you, please contact us at 684-7324 or 684-7319. Average prices for furnished houses and apartments are as follows:

HOUSE	4 or 5 bedroom $1,600 to $2,000	3 bedroom $1,400 to $1,600	2 bedroom $950 to $1,000
APARTMENT	3 bedroom $750 to $850	2 bedroom $650 to $750	1 bedroom $550 to $650

(3). The above prices do not include utilities. You can expect your monthly utility charge to range in cost from $200 to $400 depending on the size of the dwelling and seasonal temperature extremes. All rentals include cooking range

and refrigerator. Furnished houses and apartments do not normally include linens, silverware, or dishes. It is possible to rent an unfurnished house or apartment and purchase or rent your furniture. The price will vary depending on the quality and quantity of furniture needed. Normally, the rental price of an unfurnished house or apartment will be $100 to $300 less than a furnished house or apartment.

(4). Usually, you will furnish your own utensils, dishes, linens, and bedding. The International Loan Closet, a Private Volunteer Organization authorized by the Garrison Commander, provides small household items such as dishes, pots, and pans for loan to IMS and their families. The International Loan Closet will be open periodically during in-processing. Dates and times will be posted to the bulletin board in IMSD, Room 3529. After in-processing, please contact the Personal Affairs Coordinator (Lewis & Clark Center, Room 3528), 684-7326, for assistance.

(5). The Fort Leavenworth Housing Services Office (HSO) is available to help you find suitable housing and with any problems you have with a landlord. A listing of rentals is posted on the Housing web site. Each IMS should personally inspect a prospective housing unit, and then he should seek the advice of the HSO **before** signing a commitment for a particular housing arrangement and ask the HSO to review the lease agreement for compliance with the Kansas Landlord-Tenant Act.

(6). **Use extreme caution when agreeing on a specific date that you will vacate or depart from your rental home**. All landlords require you to sign a lease with substantial penalty if you break the lease early. Ensure that you have a *military clause* in your lease. A military clause permits you to break a lease if your government recalls you. If you break a lease for other reasons, you will incur substantial penalty. You should consider the rental price; the proximity to Fort Leavenworth, public schools, and shopping centers; and the quality of the neighborhood very thoroughly before signing a lease. You also may want to rent housing close to other IMS.

(7). The landlord is under a statutory (legal) obligation to inspect the premises within 5 days of the date you take possession. ***However, for your protection, you should conduct your own inspection of the house/apartment,* list the deficiencies, and then conduct a joint inspection with both parties signing the inspection list.** Give one copy to your landlord and retain one copy for your own files. If you establish that the premises were damaged when you took

possession, your landlord cannot keep your security deposit for that particular damage. You must give your landlord a written notice when you intend to move.

(8). Almost all landlords require security deposits. A security deposit is an amount of money you give the landlord to pay for any damages you may cause to the house/apartment. Kansas law controls the amount of deposit a landlord can require. It can be no more than 1 month's rent unless you have pets or rent a furnished apartment, in which case the deposit can be 1.5 month's rent. If you cause no damage to the premises, the landlord must return your money. When you vacate the premises, you should present the landlord with a written request for the return of your deposit. This obligates the landlord to return your money within 30 days or present you with a statement of damages. If damages to the premises exceed the amount of the security deposit, the landlord will require you to pay for damages you incurred to the property. By law, if a security deposit is given to the landlord and the renter fails to occupy the rental property, the renter loses the security deposit.

(9). Fire and safety hazards in the home have, in the past, brought grief to IMS unfamiliar with the limitations of the American electrical support system. Tenants are not to use, or allow the use of, multiple extension plugs in their homes. These "convenience" items can overload the capability of the wiring and sometimes result in fires in the home. Discouraged also is the use of "bare wire" hookups in the home. These hookups are dangerous and often result in electrical shocks to the user. Apart from the possibility of injury to family members, fire and/or electrical damage to the property can occur, for which you would be liable. Observe good safety practices in the home to preclude unnecessary injury and expense. ***You should consider obtaining fire or renter's insurance coverage***. This can be a homeowner's policy designed for tenants. Many firms offer such policies. Renter's insurance not only covers the damage to the landlord's property, but also covers furniture and the tenant's personal belongings.

e. International Military Students are also eligible to use U.S. Government Family Housing located on Fort Leavenworth. There are many advantages to using these quarters, not the least of which is convenient access to on-post facilities and dependent schools. Dependent children under High School age will attend school on post. High School students attend Leavenworth High School. If you are interested in living on post, contact Fort Leavenworth Frontier Heritage

Communities during in-processing, or visit their web page at this address: http://www.ftleavenworthfamilyhousing.com.

f. Early submission of CGSC Online Pre-Registration will help the IMSD plan for your reception. Be sure to complete all of the forms. It is especially important to include accurate family member information.

3-7. **Army and Air Force Exchange Services** (AAFES) (commonly referred to as the PX).

a. The Post Exchange operates several food facilities at various locations on the Fort. The most convenient facilities for CGSC students during class days are the food court located on the first floor of the Lewis & Clark Center and in the General Instruction Building in Eisenhower Hall.

b. **Main Post Exchange**. Persons with a valid ID card may purchase items in the Post Exchange (PX). The main PX sells merchandise and gift items and provides laundry and dry-cleaning services. A retail store, food court, tailor shop, barber shop, and optical shop are in the main PX building. The PX automobile service station sells gasoline, oil, and automobile accessories. The PX Shoppette and Package Beverage Store (Class VI) is across the street from the main PX building. It sells limited household items, beverages (including alcoholic beverages) and convenience store types of ready to eat foods.

c. **Military Clothing Sales Store**. The Military Clothing Sales Store is inside the main PX. Anyone with a valid ID card may use this facility (see paragraph 3-18 for items authorized for purchase).

d. **Military Book Store**. You may purchase school and stationery supplies and many books at the Military Book Store on the first floor of the Lewis & Clark Center directly adjacent to the Food Court. Since the PX operates the Military Book Store, you must present your ID card to make a purchase. The Book Store Management also special-orders books upon request.

e. **Post Theater.** The Fitz Lee Hall (Post Theater) features motion pictures every Friday, Saturday, and Sunday evenings, and some Saturday and Sunday afternoons. All members of the household receive theater privileges; guests may also accompany you to the theater.

3-8. **Other Post Facilities**. All personnel may use the following post facilities.

a. **Dining Facilities**. The military dining facility on Fort Leavenworth is open to IMS. The cost is $5.55 per meal. http://garrison.leavenworth.army.mil/Services/Services-Directory/Dining-Facility.aspx

b. **Commissary.** The post commissary is on Kansas Avenue and sells a full range food and household items to the military community including fresh meats, fruits and vegetables. Your ID card authorizes you to purchase items at the Commissary. ITO and Passport are acceptable substitutes.

c. **U.S. Post Office**. A branch of the U.S. Post Office is at the intersection of Grant and Kearny Avenues. It provides all normal postal services.

d. **Library**. There is one library on post—the Combined Arms Research Library (CARL)—located in Eisenhower Hall, for professional reading, technical reading and research, and non-technical reading. CARL also maintains a large selection of DVD movies and audio books. It is open to dependents and there is a children's section.

e. **Thrift Shop**. The Thrift Shop is located in the Old Trolley Station at Grant & Pope Avenue. It offers used clothing, crafts, toys, and household items in excellent condition only (no junk).

3-9. **Smoking Area Policy.** There is no smoking allowed in U.S. Government buildings or within 50 feet of any entrances. The College's policy on smoking areas for the Lewis & Clark Center and Eisenhower Hall (EH) is as stated below:

a. **Lewis and Clark Center**: No smoking within 50 feet of any entrances. Smoking shelters are located on the east end of the L&C Promenade and the west end of the L&C adjacent to the loading dock. The covered walkway is acceptable provided smokers do not block the pathway.

b. **Eisenhower Hall**: No smoking within 50 feet of main entrances.

3-10. **Frontier Conference Center**. The Frontier Conference Center, surrounded by the Trails West Golf Course, is a multiple use facility designed to serve the needs of our community. It is available to the community for banquet, catering, and conference services for all authorized Family, Morale, Welfare, and

Recreation (FMWR) patrons. There are some costs associated with the use of the facility. Call 684-2287 for more information and to schedule your function.

3-11. Fort Leavenworth Golf Course. The Community Operations Division of the Directorate of Community Activities (DCA) operates the Trails West Golf Course. Membership is open to all IMS. Fees are annual memberships, but monthly payments are available. If you do not wish to purchase an annual membership, daily greens fees are also available at a reasonable rate. You may apply for membership and check current prices by contacting the Golf Course Club House at 684-3994.

3-12. Fort Leavenworth Swimming Pools.

a. There are two outdoor and one indoor swimming pool on post. The outdoor pools are Hancock Pool on Hancock Avenue and Grant Pool on Pope Avenue across from the Old Trolley Station. Outdoor pools open Memorial Day weekend in May and close Labor Day weekend in September. The indoor pool is in Harney Gym. Harney Pool is open year-round. We recommend that an English speaking family member accompany any non-English speaking family members to the pool.

b. Please call 684-2187 or 684-2188 for current fees, hours, and information on summer and winter season rates. IMS may purchase swim passes at Harney Gym from 0700—1600, Monday through Friday.

3-13. Financial Institutions. Total commercial banking services and a full range of financial assistance are available to you in the local area. Commercial banks are open daily Monday through Friday; and motor (drive-up) facilities are open Monday through Saturday. Automatic Teller Machines (ATM) are available at most banks and at various other locations. Pertinent information to contact these banks follows:

ARMED FORCES BANK Internet: http://afbank.com		
Fort Leavenworth		***Leavenworth***
320 Kansas Avenue Ft Leavenworth, KS 66027-1140 Phone: 913-682-9090 Toll Free: 1-888-929-BANK (2265) or	Inside the Post Exchange 330 Kansas Avenue Ft Leavenworth, KS 66027 Phone: 913-651-2992	615 Metropolitan Leavenworth, KS 66048 Phone: 913-682-9090

1-888-920-BANK (2265) E-mail: info@afbank.com		

FRONTIER COMMUNITY CREDIT UNION Internet: http://www.frontierccu.coop/	
Fort Leavenworth	***Leavenworth***
301 Kansas Avenue Ft Leavenworth, KS 66027-0032 Phone: 913-651-6575 Toll Free: 1-800-633-4559	506 S. 4th Street Leavenworth, KS 66048 Phone: 913-651-3311

FIRST NATIONAL BANK OF LEAVENWORTH		
Main Bank	***Drive-in bank***	***Branch***
630 Delaware Leavenworth, KS 66048 Phone: 913-682-2265	701 Shawnee Leavenworth, KS 66048 Phone: 913-682-1025	5035 S. 4th Street Leavenworth, KS 66048 Phone: 913-727-1341

MIDAMERICAN BANK AND TRUST COMPANY Internet: http://midamericanbank.com/		
Main Bank	***Drive-in bank***	***Branch***
401 Delaware Leavenworth, KS 66048 Phone: 913-682-0001	5th and Chestnut Leavenworth, KS 66048	2310 S. 4th Street Leavenworth, KS 66048 Phone: 913-682-2300
		K-7 & 4-H Road Lansing, KS 66043 Phone: 913-351-0001

CITIZENS NATIONAL BANK http://www.thecnb.com	
Main Bank	***Branch***
601 N. Main Lansing, KS 66043 Phone: 913-727-3266 Toll Free: 1-888-227-8457	601 Delaware Leavenworth, KS 66048 Phone: 913-727-2845

COMMERCE BANK	
Main Bank	***Drive-up Bank***
2830 S. 4th Leavenworth, KS	200 N. Broadway Leavenworth, KS

Phone: 913-682-8282	Phone: 913-682-8282

MUTUAL SAVINGS ASSOCIATION Internet: http://www.MutualWave.com	
Main Bank	***Branch***
100 South 4th Street Leavenworth, KS 66048 Phone: 913-682-3491	3400 South 4th Street Leavenworth, KS

CITIZENS SAVINGS AND LOAN ASSOCIATION Internet: http://www.citizensfsb.com	
Main Bank	***Branch***
5151 S. 4th Street Trafficway Leavenworth, KS 66048 Phone: 913-727-1040 E-mail: info@citizensfsb.com	312 S. 5th Street Leavenworth, KS 66048 Phone: 913-682-3232

3-14. Religious Chapels and Churches. The two post chapels, Memorial and Main Post offer a variety of religious activities for you and your family. Other religious denominations offering places of worship within the Leavenworth and Lansing areas are:

African Methodist Episcopal	Christian - Disciples of Christ	Korean Methodist
Apostolic	Christian - Independent	Lutheran
Assembly of God	Christian - Methodist Episcopal	Lutheran - Evangelical
Baptist	Christian Science	Lutheran - Missouri Synod
Baptist – American	Church of Christ	Methodist - United
Baptist – Independent	Church of God	Non-Denominational
Baptist-Independent Fundamental	Church of God in Christ	Pentecostal
Baptist – Missionary	Church of the Nazarene	Presbyterian
Baptist – Southern	Congregational	Salvation Army

Bible	Episcopal	Seventh Day Adventist
Catholic	Full Gospel	United Brethren
Charismatic	Interdenominational	United Church of Christ
Christian	Jehovah's Witnesses	Unity
Church of Jesus Christ of Latter-Day Saints	Reorganized Church of Jesus Christ of Latter Day Saints	

This listing is subject to change. Many other churches are available in the Kansas City area.

3-15. Privately Owned Automobiles (POVs).

a. Purchasing an automobile**.** Many IMS purchase a privately owned vehicle or a bicycle. Due to the class schedules and social and athletic activities, joint ownership of an automobile is seldom workable. You should consider purchasing an automobile for your personal use and within your price range. Be sure to inspect the vehicle before purchasing it. Winter weather conditions in Kansas usually require all-season tires. A good heater is a necessity for winter driving.

(1). Loans. Many IMS rely on obtaining automobile loans from local banks when they arrive at Fort Leavenworth. Some local banks ask for a substantial down payment before lending money. The interest rates vary for new or used car loans. Discuss the interest rates with several banks before completing your purchase agreement.

(2). Used cars. You can purchase a good quality used car for $4,000 to $10,000. You should consider the cost of repairs before you purchase an older used automobile. Your military sponsor will help you locate used automobiles for sale. Seek the advice of your sponsor when car dealers mention the term "buy as is" or used car guarantees. Kansas is an implied warranty state; Missouri is not. You can check the "Blue Book" value for used vehicles (http://www.kbb.com) for a good idea of fair market value, and do a price comparison. You can even locate new or used vehicles to purchase in the local area using the Internet. Within your financial capacity and perhaps with loan

assistance from the bank, purchase an automobile that may cost more initially but could save expensive repairs later. The following checklist may help you.

Yes	No	
		Is oil splattered on the engine's undercarriage or in a puddle under the car? (May indicate a leak.)
		Is tail pipe or exhaust system rusty?
		Is the car level or does it sag? (Suspension problem.)
		Are there ripples or different shades of paint? (Could suggest the car was in an accident.)
		Are there any signs of rust? (Check inside wheel wells, trunk, door frames.)
		Bounce each corner of the car. Does it bounce more than once? (May need new shock absorbers.)
		Do all lights, including turn signals and warning lights, work?
		Is there any frayed wiring? Are belts and hoses worn?
		Do the oil sticker and odometer reading correspond?
		Rusty or oily radiator water? (May need radiator repairs.)
		Do water drops appear on the oil stick? (Could indicate a cracked radiator—very serious.)
		Worn seats or carpet? (May show hard use. New carpet in an old car may be hiding signs of age or rust.)
		Do the brakes sink to the floor when pushed down? (May mean brake trouble.)
		More than 2 inches of play in the steering wheel? (May mean steering problems.)
		Is there much white or blue smoke from the tail pipe? (If so, the engine may need an expensive overhaul.)
		Do the windshield wipers, windows, and doors work?
		Does the oil light stay on after the car starts?
		Does the car hesitate or buck when accelerating?
		Does the car idle too fast?

		Do all gears, including reverse, shift smoothly?
		Does it lack power going up a hill?
		Any strange noises?
		Is there a smell of gasoline under the hood?
		Do the brakes grab or pull to one side? (Could mean a brake problem?)
		Does steam escape from radiator or hoses? (May suggest a cooling system problem.)

Negotiate with the salesperson. You do not have to not take the first price he offers you. Have the patience to look at a variety of models that will suit your needs.

(3). Used car warranty**.** Warranties are usually only given by a car dealership; private sales are different. Most used car warranties cover 30 days or the first 3,000 miles. A car's warranty is very important. An implied warranty is *not* enough. If it is not in *writing*, you may as well have nothing. The length of the warranty is also important. If the warranty is good for only 1 month, there is not enough time to figure out what is wrong with the car or do anything about it. Look over the warranty carefully from the start. Do not *assume* warranty coverage that is not in writing. Ask what parts and repair problems the warranty does cover. How long does the warranty last? What will the company do if the product fails—repair it, replace it, or return your money? Does the warranty cover "consequential damages"? Are there any conditions or limitations on the warranty?

b. Automobile insurance.

(1). Kansas State law requires that you purchase and maintain insurance on your automobile. To comply with the Kansas statutes, each vehicle owner must maintain in continuous force a valid insurance policy throughout the registration period of the vehicle. The same name(s) must appear on the insurance policy and the vehicle title. The minimum automobile insurance required is bodily injury liability limits of $25,000 per person and $50,000 per accident, property damage limits of $10,000 per accident, and a basic personal injury protection package of benefits—uninsured and underinsured motorists coverage.

(2). In view of high monetary judgments awarded for bodily injury and property damage, you may want higher amounts of liability and property damage insurance. This extra protection is available at a small cost. Discuss options with the insurance agent.

(3). Liability insurance covers only the other vehicle involved in the accident. It does not pay for damage to your vehicle. To have this protection, you also must have collision insurance.

c. Registering your Automobile in Kansas.

(1). You have to register your Privately Owned Vehicle (POV) with the state of Kansas. While you have 60 days to permanently register it, you can get a temporary registration as soon as you purchase the car. You also have to title your POV in your name. Do this at the Leavenworth County Courthouse, located at 4th & Walnut Street, Leavenworth. Prior to registration, you will need to have obtained qualifying insurance. Your sponsors will assist you in this process.

(2). You may wish to first visit the Kansas Department of Motor Vehicles web page (http://www.dmv.org/ks-kansas/department-motor-vehicles.php) for detailed instructions and forms, however all the forms are also available at the courthouse. As a non-resident, you will not be assessed personal property taxes, but you will be required to sign an affidavit (provided at the Courthouse) stating you are a non-resident, living in Kansas under military orders.

(3). Items needed to obtain Title and Registration in your name.

- For a new vehicle:
  - A manufacturer's statement of origin (provided by the dealer).
  - Your proof of insurance
  - Your sales tax receipt (provided by the dealer).
  - A Title and Registration Application signed by you ITO and proof of residence (a lease).

- For a previously owned (commonly referred to as “used”) vehicle:
  - A Title and Registration Application signed by you.
  - A completed Odometer Disclosure Statement if the vehicle was previously owned.
  - Your proof of insurance.

- The properly signed title from the previous owner.
- A bill of sale or Affidavit of Purchase Price to show the purchase price of the vehicle, if not annotated on the title.
- ITO and proof of residence

(4). Liens: If your vehicle was purchased with a loan, there will be a lien holder (the finance company) shown on your title. Once the loan has been paid off or the lien is otherwise released, the lien holder will, upon request, send the lien release to you at the address on record. Make sure you keep your address up to date with your lender as well as with the DMV.

(5). Liens on Used Cars: If you purchased a used vehicle and a lien is shown on the title, the new title will not be issued to you until the lien has been released. It may be that the lien has been released but a new title was never issued. Ask the seller about the lien before paying. It is the seller's responsibility to assist with this process.

(6). Getting a Clear Title: It is very important that, when purchasing a previously owned vehicle that the title is clear and that there are no glitches on the paperwork. The seller must sign in the proper place on the title, and in case of a lien, there should be a release to go with the title. If there is not, or if you are not sure of where the seller should sign, request that the seller accompany you to the local registration office so that you can be sure you're getting a clear title.

(7). If you purchase a POV in the state of Texas or another state, and you have registered and titled it there, you have to register it with the state of Kansas only when the registration in the other state expires. If you have questions, visit the DMV website or the courthouse. Prior to registration, you have to have the vehicle inspected at the Vehicle Inspection Station (2401 Spruce Street, Leavenworth, Kansas, KS 66048).

d. Registering Your Automobile on Fort Leavenworth is currently not required.

e. **Kansas Driver's License**. To obtain a Kansas driver's license, if you DO NOT already have a driver's license from another state, you (*and your spouse if they wish to receive a Kansas driver's license*) need to do the following: (IMSD can issue you a Driver's Handbook Study Guide).

(1). You must apply in person at a Kansas Driver's License Bureau, the closest being located at 113 Delaware (Suite I), Leavenworth, KS, (telephone 913-651-6947). Office hours are 0700 to 1730, Tuesday through Friday. You will need to present your ITO, passport, and proof of residency (a lease for your quarters with your name and address on it as well as your spouse's name if she wishes to obtain a license) to the Driver's License Examiner and pass a driving test (*written and driven*), and a vision test. You must also pay a license fee of about $26.00 in fees.

(2). Transferring an out-of state driver's license to a Kansas license. You must apply in person at the Kansas Driver's License Bureau, located at 113 Delaware (Suite I), in Leavenworth (telephone 651-6947). Office hours are 0700 to 1730, Tuesday through Friday. You will need to present your ITO, passport (with visa and I-94 Card), and proof of residency (a lease for your quarters with your name and address on it as well as your spouse's name if she wishes to obtain a license) to the Driver's License Examiner and have a vision test. You must also pay a license fee of about $26.00.

f. **Seat belt law.** The State of Kansas requires every driver and passenger to wear a seat belt. The law requires the driver and passengers to buckle-up and makes the driver responsible. The law is for your protection—accidents do happen! The best protection you and your loved ones have in a vehicle is to wear your seat belts. Furthermore, Kansas State law requires that you properly restrain all children under age 14 riding in the front or back seat of a passenger car in a safety seat or a safety belt.

g. Kansas car seat safety laws require children under age four to ride in a federally approved car seat. Children over age four but under age 8 must ride in a booster seat unless they weigh more than 80 pounds or are taller than 4'9". Kansas also prohibits children under age 14 from riding in any part of the vehicle not intended for passengers, including in the bed of a pickup truck. You can receive a fine for failure to use safety seats and/or safety belts.

h. Unattended child. **The State of Kansas and Fort Leavenworth military reservation require you to take children under 10 years of age with you when you exit your vehicle. You may not leave your child under 10 years of age unattended in a vehicle for any reason.**

3-16. Schools and Immunizations. Public Schools representatives will be present at IMS Registration to explain entry requirements. **See Annex A** for the date**. Appendix F** is the Immunization Requirements for Licensed Child Care Facilities as established by the Kansas Department of Health and Environment. The fee you pay for immunizations is in accordance with your ITO.

a. By law, all children entering Kansas public schools for the first time, must have—or be in the process of receiving—the series of immunizations outlined at Annex F (also see http://www.kdheks.gov/immunize/schedule.htm)

b. At the time of enrollment each student new to the Leavenworth Public Schools must show proof of at least the first series of immunizations for Diphtheria, Tetanus, and Pertussis (DTaP); Hepatitis B; and Oral Polio. The students must show proof of having received two doses of the combined Measles/Mumps/Rubella (MMR) vaccine before school entry.

c. A tuberculosis (TB) test is not required for schools run by the State of Kansas (both Leavenworth and Fort Leavenworth schools), but is encouraged and highly recommended for each child. However, the TB test is required for any child using the Fort Leavenworth Child Development Center (CDC) for childcare or preschool, which is a Department of Defense (DOD) facility.

d. Failure to provide proof of at least the first series of immunizations will result in the child not being allowed to attend school.

e. The Kansas Department of Health and Environment requires all children entering kindergarten (or first grade if they have not attended kindergarten during the previous year) to have proof of having received two doses of combined MMR vaccine before school entry. You can find the Center for Disease Control "Advisory Committee for Immunization Practices" (http://www.cdc.gov/vaccines/pubs/ACIP-list.htm) information showing the **minimum** age and interval that must be met for any vaccine dose to be considered valid.

f. Be sure to bring with you all available official immunization records (shot records) for you and your children. Please ensure all dependent immunization records are written or translated into English. These immunization records should be legible, current, and complete. If not, your children may have to take the necessary shots again. The schools will transfer the information from the child's immunization record to the local school records in

Leavenworth. The Fort Leavenworth Child Development Center requires the same information for children in pre-school and hourly care.

g. Pediatrics at MAHC will conduct immunization screening and school physicals for school-aged children. See **Appendix F of this circular for lists of immunizations required under Kansas and Missouri public schools under their respective state laws.**

h. **Child Development Center**. The Fort Leavenworth Child Development Center (CDC) offers a variety of childcare programs to meet the needs of eligible patrons living on and off post. Children between the ages of 6 weeks to 12 years are authorized admission to CDC programs. Parents must show an up-to-date shot record to include TB test and birth certificate, and complete a registration packet at least 2 to 4 weeks before the first day of care. For example, if you wish to begin placing a child in hourly care during the first week of February, you should register before the 15th of January. Space is limited. After registering, parents must also make a reservation for the exact times a child will be in hourly care. Detailed **school immunizations required by age groups** are listed in the Kansas Certificate of Immunization (KCI) and can be found at: http://www.kdheks.gov. The specific requirements for academic year 2015-2016 are available in the Annex E to this document.

(1). Day Care Programs. The childcare center is at 120 Dickman Avenue. Both full day and hourly programs are available. The center serves well-balanced meals and snacks. Call Central Registration at (913) 684-5137 or (913) 684-5135 for more information. You can reserve a space for drop-in care up to a week in advance. The center accepts additional children on a *space available basis*.

(2). Preschool Programs.

(a). The preschool program at Fort Leavenworth provides pre-kindergarten training for children of all military personnel in the area on a space-available basis. The preschool facility is at 120 Dickman Avenue. Morning and afternoon sessions are available from September through May for children who are 3 years old but less than 5 years old by 1 September. There is a registration and art supplies fee plus a monthly tuition fee for each child enrolled. Preschool registration occurs in August. The preschool publishes registration dates in the *Lamp* (the Post newspaper) in June and July. These dates are also available by calling the preschool supervisor at

651-6618 or the day care receptionist at 651-6353. Office hours are 0830-1545 (closed 1130-1230), Monday through Friday, from August through May.

(b). Public and parochial schools (and private preschools) are available in the civilian community.

Preschool (optional)	4 years old on or before **31 August**
Kindergarten	Must be 5 years old on or before **31 August**
Elementary school	1st through 4th grades
Middle school	5th through 8th grades
High school	9th through 12th grades

**1st graders must be 6 years old on or before 31 August.*

**Leavenworth Public Schools teach preschool classes to 4-year olds on a prioritized enrollment system. Preschool classes are offered in the mornings or afternoons. Leavenworth Public Schools Web site is at http://www.usd453.org .*

i. School age education. You must bring your children's report cards, certificates of grade completion, and evidence of work completed or workbooks that they used in their last school year. This helps the local schools place your children in their proper grade levels. All children, except preschool-age and kindergarten children, must attend schools in the civilian community. The school system organization follows, although different school may organize their schools differently:

Preschool (optional)	4 years old on or before **31 August**
Kindergarten	Must be 5 years old on or before **31 August**
Elementary school	1st through 4th grades
Middle school	5th through 8th grades
High school	9th through 12th grades

**1st graders must be 6 years old on or before 31 August (Kansas law).*

**Leavenworth Public Schools teach preschool classes to 4-year olds on a prioritized enrollment system. Preschool classes are offered in the mornings or afternoons. Leavenworth Public Schools Web site is at http://www.usd453.org .*

j. Fort Leavenworth School District. The district provides instruction for grades K-9, and limited pre-school program of waiting list basis. Senior high school students attend the Leavenworth School System. The schools are:

Preschool (optional)	Preschool	This is a new program, so check USD 207 website for additional information. ***(use search option and key-word pre-school).***
Elementary	Kindergarten - 6th grade	Bradley Elementary School
Elementary	Kindergarten - 6th grade	Eisenhower Elementary School
Elementary	Kindergarten - 6th grade	MacArthur Elementary School
Middle School	7th – 9th grade	Patton Junior High School

(1). All the schools in the Fort Leavenworth School District are on post, very close to post housing.

(2). Schools have English as a Second Language Programs that work with children that speak very little or no English.

(3). Find more information on the district website http://www.usd207.com/.

k. Leavenworth Public Schools.

Anthony Elementary School	Preschool through 4th grade
David Brewer Elementary	Preschool through 4th grade
Earl M. Lawson Elementary	Preschool through 4th grade
Henry Leavenworth Elementary	Preschool through 4th grade
West Intermediate	Grades 5th and 6th
Richard Warren Middle	Grades 7th and 8th
Leavenworth High School	Grades 9th – 12th

(1). Elementary School. There are four elementary schools that teach Preschool through 4th grades; Anthony, Brewer, Leavenworth, and Lawson Elementary Schools.

(2). Middle School. There are two middle schools, Warren Middle School and West Intermediate School.

(3). High School. There is one public high school servicing Leavenworth and Fort Leavenworth. Leavenworth High School is located at 2012 Tenth Avenue. Please *note* that if your child is a high school senior (12th grade) and wishes to graduate, you need to bring with you a copy of your child's transcript (9th through 11th grades) *translated into English*. Besides the translation, please provide the number of hours per day spent in each subject, the number of days per week, and the number of months that school was in session. You will need this information to establish credits for enrollment in high school.

(4). Handicapped Services. Under Public Law 94-142, children who are eligible for special education are to receive that education regardless of the state in which they reside. You or your government may be responsible for charges for special assessments. Please coordinate early if you wish to enroll a handicapped child in the Leavenworth School District. Please contact the Leavenworth County Special Education Cooperative, 730 First Terrace, Lansing, Kansas 66043, 913-727-1755.

I. Pertinent information concerning Leavenworth Public Schools.

(1). All schools in the Leavenworth School District maintain the highest accreditation granted by the State of Kansas. Kansas State High School Activities Association classifies the Leavenworth High School as 6-A. The largest high schools in the State of Kansas receive 6-A classification.

(2). Leavenworth Public Schools have culturally and racially diverse populations. There are approximately 4,300 students in the district. There are approximately 1,400 students at Leavenworth High School. Approximately 430 students enroll in each middle school and 370 students enroll at the largest elementary school with class size of no more than 26 students. Approximately 70 percent of the student population is Caucasian, 20 percent is African-American, and 5 percent is Hispanic.

(3). Leavenworth Public Schools are safe and healthy places for students to learn and grow. The mission statement of Leavenworth Public Schools says: "Leavenworth School District exists to educate all students to be responsible citizens in a democratic society." Leavenworth Public Schools provide a

nurturing environment where all students get academic and social skills as they move from level to level.

(4). Children attend Leavenworth Public Schools **according to the school boundaries. (See Appendix C)** Local school districts set the policy for transfer from one school to another. You should contact the local school for current policy on transfers allowed and procedures to follow to request a transfer. If you cannot locate housing within the area of the school desired, contact the local school or Leavenworth Board of Education, 4th and Seneca, Leavenworth, immediately.

(5). The Leavenworth Board of Education conducts a pre-registration in August for international children who will be entering the Leavenworth Public Schools. All schools in the district are open beginning the first week in August to answer questions concerning enrollment procedures. Leavenworth High School is open throughout the summer. You may arrange an appointment to meet with a counselor or complete high school enrollment by phoning the school, 913-684-1550.

(6). Leavenworth School District contracts with a private company to provide bus transportation, at no cost to the family, only if the family resides over two miles from their school district. If you live <u>within two miles</u> of your school district you can choose to drive your child to/from the school, the child can walk, or you can pay Easton Bus Service a monthly transportation fee (about $50.00/month) to transport your child to/from the school. This service is on a space-available basis.

(7). All students attending the Leavenworth Public Schools pay a fee for textbooks and materials. In addition, certain classes at the high school and middle schools have class fees. The Board of Education reviews and approves these fees annually. Parents pay the fees at the time of enrollment. The fees vary depending on the grade level of the student.

(8). Each school operates a hot lunch program. In the high school, students may purchase a "Class A" meal at a stated price. Or, they may take advantage of a cafeteria-style selection of food with the price stated on each item. Standard hot lunch programs are available at the middle schools and elementary schools. The Board of Education reviews and sets the costs of the hot lunch program annually. **IMS dependents are not eligible to participate in reduced-price meal programs.**

(9). If you reside outside the Leavenworth school district, you should individually contact the appropriate local school district office for information. Contact your sponsor for advice on an appropriate course of action.

m. Parochial Schools. There are private schools affiliated with two different churches in Leavenworth. The two parochial school systems are: Saint Paul Lutheran School and the Leavenworth Regional Catholic School System. Parents pay applicable tuition fees for children who enroll in parochial schools.

Saint Paul Lutheran School	320 N. 7th Street Leavenworth, KS 66048 (913) 682-5553	Preschool through 8th grade
Leavenworth Regional Catholic School System		
Administration Office	320 N. Broadway Leavenworth, KS 66048 Phone: (913) 682-7801 FAX: (913) 682-6021 e-mail: lcsadmin@archkckcs.org	Information at IMS registration. Pre-registration in August. Please call for an appointment: (913) 682-7801
Xavier Elementary	Preschool (3, 4, 5 years old), Kindergarten, 1st through 8th grade	Excellent academic programs. 35% are military families. Small class size. Five minutes' drive from within Leavenworth, 10 minutes' drive from Lansing or Fort Leavenworth.
Immaculata High School	9th through 12th grade Visit Immaculata's Web site: http://www.imachighschool.org	College preparatory. Highest standards of excellence in academics. College credit for dual enrollment at the University of Saint Mary Personal guidance and mentoring.

n. Lansing School District. If you elect to live in the adjoining community of Lansing, Kansas, information is available on the Lansing School Web site at http://www.usd469.net.

o. Colleges and Universities. For information on admission requirements, tuition, and course offerings. Contact the Office of Admissions at the respective college(s) or visit Universities Web site at http://www.collegenet.com. Addresses follow for colleges or universities within an hour's drive from Leavenworth:

University of Saint Mary	4100 South 4th Trafficway Leavenworth, Kansas 66048	http://www.stmary.edu/ (913) 682-5151
Avila College	11901 Wornall Road Kansas City, Missouri 64114	http://www.avila.edu 1-800-GO-AVILA
Johnson County Community College	12345 College Boulevard Overland Park, Kansas 66210	http://www.jccc.net (913) 469-3803
Benedictine College	1020 North Second Street Atchison, Kansas 66002	http://www.benedictine.edu (913) 367-5340
Rockhurst University	1100 Rockhurst Road Kansas City, Missouri 64110	http://www.rockhurst.edu (816) 926-4100
Missouri Western State University	4525 Downs Drive St Joseph, Missouri 64507	http://www.missouriwestern.edu
Kansas State University	Manhattan, Kansas 66506	http://www.k-state.edu (785) 532-6250
University of Kansas	Lawrence, Kansas 66045	http://www.ku.edu/
Park University	Kansas City, Missouri 64152 Parkville Campus	(816) 741-2000
University of Missouri-Kansas City	5100 Rockhill Road Kansas City, Missouri 64110-2499	http://www.umkc.edu (816) 235-1000
Kansas City Kansas Community College	7250 State Avenue Kansas City, Kansas 66112	http://www.kckcc.cc.ks.us (913) 334-1100
KCKCC Leavenworth Center	211 Cherokee Leavenworth, Kansas 66048	(913) 651-2111
Upper Iowa University	120 Dickman Avenue Ft Leavenworth, KS 66027	(913) 682-0940
Central Michigan University	120 Dickman Avenue Ft Leavenworth, KS 66027	(913) 682-1888
Webster University	1740 West 92d Street Kansas City, Missouri 64114	http://www.webster.edu/ftleavenworth/ (816) 444-1000

Counselors are available at the Army Education Center, Fort Leavenworth. Please contact them upon arrival for further information on courses (telephone: 684-2496 or 684-4181).

Section III.
OTHER ITEMS OF INTEREST WHILE AT THE COMMAND AND GENERAL STAFF COLLEGE

3-17. U.S. Military Rank and Grade Structure. IMS study alongside U.S. military officers representing the Army, Navy, Marines, and Air Force. To help you with U.S. military rank and grade structure, see figures 3-2 and 3-3.

3-18. Sale of Military Clothing and Equipment.

a. Department of the Army regulations allow the sale of most items of military clothing and equipment to IMS on duty in the United States. IMS may purchase items from the Military Clothing Sales Store located within the Main Exchange.

b. Distinctive items, e.g., special awards, Ranger tabs, unit patches or badges, berets, etc., of the U.S. Army uniform may not be sold to or worn by non-authorized personnel.

c. You should remember to bring with you military clothing suitable for cold and wet weather.

d. Fort Leavenworth has a dry-cleaning and laundry facility. You may turn in and pick up your clothing or other items at the Main Post Exchange

3-19. Foreign and English Language Newspapers and Periodicals.

a. The Kansas City Star and Leavenworth Times are available for home delivery. Both have excellent web pages as well.

b. The *Lamp* is a weekly community newspaper published every Thursday at Fort Leavenworth. It is available free on post.

c. Virtually any newspaper is available on the internet. IMSD recommends this source (http://www.onlinenewspapers.com/) or you may visit with CARL staff for recommendations.

Noncommissioned—Enlisted				
Pay grade	**Army**	**Navy**	**Marine Corps**	**Air Force**
	SMA-Sergeant Major of the Army		SgtMaj-Sergeant Major of Marine Corps	CMSGTAF-Chief Master Sergeant of the Air Force
E-9	SGM-Sergeant major CSM-Command Sergeant Major	POCM-Master Chief Petty officer	SgtMaj-Sergeant Major	CMSgt-Chief Master Sergeant
E-8	1SG-First Sergeant	POCS-Senior Chief Petty Officer	1st Sgt-First Sergeant	SMSgt-Senior Master Sergeant
E-8	MSG-Master Sergeant		MSgt-Master Sergeant	
E-7	SFC-Sergeant First Class	POC-Chief Petty Officer	GySgt-Gunnery Sergeant	MSgt-Master Sergeant
E-6	SSG-Staff sergeant	PO1-Petty Officer first class	SSgt-Staff Sergeant	TSgt-Technical Sergeant
E-5	SGT-Sergeant	PO2-Petty Officer second class	Sgt-Sergeant	SSgt-Staff Sergeant
E-4	SPC-Specialist CPL-Corporal	PO3-Petty officer third class	Cpl-Corporal	SrA-Senior Airman
E-3	PFC-Private first class	Lower three grades are nonrated and addressed according to the occupational specialty.	LCpl-Lance Corporal	A1C-Airman First Class
E-2	PV2-Private E-2		PFC-Private First Class	Amn-Airman
E-1	PV1-Private E-1		Pvt-Private	AB-Airman Basic
	Specialist corresponds to E-4 rank only.			

Figure 3-2. U.S. Military Rank and Grade Structure (Noncommissioned—Enlisted).

COMMISSIONED OFFICERS AND WARRANT OFFICERS				
Pay Grade	**Army**	**Navy**	**Marine Corps**	**Air Force (AF)**
	Chief of Staff, U.S. Army[1]	CNO-Chief of Naval Operations[1]	CMC-Commandant of the Marine Corps[1]	CSAF-Chief of Staff, U.S. Air Force[1]
	General of the Army	FADM-Fleet Admiral	None	GAF-General of the AF
0-10	GEN-General	ADM-Admiral	GEN-One general only who is CMC	Gen-General
0-9	LTG-Lieutenant General	VADM-Vice Admiral	LtGen-Lieutenant General	Lt Gen-Lieutenant General
0-8	MG-Major General	RADM-Rear Admiral[2]	MajGen-Major General	Maj Gen-Major General
0-7	BG-Brigadier General	RADM-Rear Admiral[3]	BrigGen-Brigadier General	Brig Gen-Brigadier General
0-6	COL-Colonel	CAPT-Captain	Col-Colonel	Col-Colonel
0-5	LTC-Lieutenant Colonel	CDR-Commander	LtCol-Lieutenant Colonel	Lt Col-Lieutenant Colonel
0-4	MAJ-Major	LCDR-Lieutenant Commander	Maj-Major	Maj-Major
0-3	CPT-Captain	LT-Lieutenant	Capt-Captain	Capt-Captain
0-2	1LT-First Lieutenant	LT (JG)-Lieutenant Junior Grade	1stLt-First Lieutenant	1Lt-First Lieutenant
0-1	2LT-Second Lieutenant	ENS-Ensign	2ndLt-Second Lieutenant	2Lt-Second Lieutenant
W-5[4]	CW5-Master warrant officer	[4]	CWO5-Chief warrant officer	[4]
W-4[5]	CW4-Chief warrant officer	CWO4-Chief warrant officer	CWO4-Chief warrant officer	[4]
W-3[5]	CWO3-Chief warrant officer	CWO3-Chief warrant officer	CWO3-Chief warrant officer	[4]
W-2[5]	CW2-Chief warrant officer	CW2-Chief warrant officer	CW2-Chief warrant officer	[4]
W-1[5]	WO1-Warrant officer	[4]	WO1-Warrant officer	
	CDT-Cadet (U.S. Military Academy or ROTC)	MIDN-Midshipman (U.S. Naval Academy or ROTC)		CDT-Cadet (U.S. Air Force Academy or ROTC)

Figure 3-3. U.S. Military Rank and Grade Structure (Commissioned Officers and Warrant Officers).

[1]Service chiefs of staff are the seniors of their respective Service by appointment.
[2]Upper half.
[3]Lower half.
[4]Respective service does not have this position.

3-20. Foreign and English Language Newspapers and Periodicals.

U.S. Army Medical Department, Munson Army Health Center (MAHC) Quick Telephone Numbers and Hours of Operation

https://www.munson.amedd.army.mil/contact/contact.htm

FREQUENTLY CALLED TELEPHONE NUMBERS	**Area Code is 913**	**Hours of Operations (Subject to Change)**
Appointments	888-269-0109 or 684-6250	7 a.m. to 4 p.m. M-F
Fort Leavenworth Army Wellness Center	758-3403	6:30 a.m. to 3:00 p.m. M-F
Family Medicine Clinic	684-6250 (Call Center)	8 a.m. to 6 p.m. M-Th, 8 a.m. to 5 p.m. F
Allergy / Immunology	684-6344	7:45 to 11:30 a.m. and 1 to 4 p.m. M-F
Behavioral Health (Psychiatry & Psychology, Social Work, Family Advocacy, Concussion/TBI Clinic, Walk-in Urgent Care)	684-6771	7 a.m. to 4:30 p.m. M-F
Call Center	684-6250 or 888-269-0109	24 hours
Case Management	684-6442/6566	7:30 a.m. to 4:30 p.m. M-F
Chaplain - Fort Leavenworth	684-2210	
Child Abuse Hotline - National	800-422-4453	
Community Health Nurse	684-6535/6528	7:30 a.m. to 4 p.m. M-F
Dental Clinic	684-5516/5001	7:30 a.m. to 4 p.m. M-F
Dermatology/Telederm	684-6170/6190	7:30 a.m. to 4 p.m. M-F
EKG Walk-in	684-6170/6190	8:30 a.m. to 3:30 p.m.
EMERGENCY (Fire/Police/Ambulance)	911	
Exceptional Family Member	684-6681	8:00 – 1130 Appointment only

Program		1:00 - 3:30 Walk-In M-F
General Surgery	684-6170/6190	7:30 a.m. to 4 p.m. M-F
Information (Munson Information)	684-6000 or 800-250-3462	24-hours
Internal Medicine	684-6190/6170	7:30 a.m. to 4 p.m. M-F
Laboratory	684-6120	7 a.m. to 5:30 p.m. M-Th and 7 a.m. to 5 p.m. F
Mammography	684-6140	7:30 a.m. to 4 p.m. M-F
Medical Boards (PEBLO)	684-6433/6581	7:30 a.m. to 4 p.m. M-F
Medical Management	684-6390/6091	7:30 a.m. to 4:30 p.m. M-F
Nutrition	684-6170	7:30 a.m. to 4 p.m. M-F
Occupational Health	684-6546	7:30 a.m. to 4 p.m. M-F
Optometry	684-6750	7 a.m. to 4:30 p.m. M-F
Orthopedics	684-6338 / 6138	7:30 a.m. to 4 p.m. M-F
Outpatient Records	684-6641 / 6640	7:30 a.m. to 5 p.m. M-F
Patient Advocate	684-6211 / 6110	7:30 a.m. to 4 p.m. M-F
Patient Administration	684-6000	7 a.m. to 4:30 p.m. M-F
Patient Safety	684-6185	7 a.m. to 4:30 p.m. M-F
Pediatrics	684-6250	8 a.m. to 4 p.m. M-F
Pharmacy	684-6102	7:30 a.m. to 6:30 p.m. M-F,
Refill Call-In	684-6500 or 888-745-6435	7:30 a.m. to 6:30 p.m. M-F
Physical Exams	684-6630	7:30 a.m. to 4 p.m. M-F
Physical Therapy	684-6138	7:30 a.m. to 4 p.m. M-F
Preventive Medicine	684-6539	7:30 a.m. to 4 p.m. M-F
Public Affairs Office - Munson	684-6343	7:30 a.m. to 4 p.m. M-F
Radiology (MRI, Ultrasound)	684-6140	7:30 a.m. to 6 p.m. M-Th, 7:30 a.m. to 5 p.m. F

Release of Information	684-6205	9 a.m. to 4 p.m. M-F
Substance Abuse Program (ASAP) Building 339	684-6586	0730 - 1600 M-F
Surgery (Ambulatory & Pre-Op)	684-6363	6:30 a.m. to 5 p.m. M-F
Specialty Clinic	684-6190 / 6170	7:30 a.m. to 4:00 p.m. M-F
Travel Clinic	684-6535 / 6528	7:30 a.m. to 4 p.m. M-F
Triage Nurse Line	(913) 684-6250	24 hours
Well Woman Clinic	684-6105 / 6170	7:30 a.m. to 4 p.m. M-F
Appointments	888-269-0109 or 684-6250	7 a.m. to 4 p.m. M-F

CHAPTER 4

INTERNATIONAL MILITARY STUDENT PROGRAMS AND ACTIVITIES

Section I.
PROGRAMS AND ACTIVITIES

The programs and activities at Fort Leavenworth are similar to those of any U.S. Army garrison. International Military Students receive invitations to many functions in the civilian community and to private, official, and semiofficial receptions and parties. Dress for social and official functions varies from formal military attire to casual civilian clothing. Provided below is a brief explanation of the various programs and activities that will occur throughout the year at Fort Leavenworth and in the local area.

4-1. **American Orientation Course** (AOC) is sponsored by Operation International, a committee of the Leavenworth/Lansing Chamber of Commerce. Volunteers from this organization have conducted this course for over 30 years. Each day's agenda includes social time for you to meet the other international spouses, and programs with information that you may find useful during your year in the United States. Babysitting for infants and toddlers is available on site at no charge. Carpools for those who do not drive will be arranged during the first meeting. All teachers in the program are volunteers. You will meet representatives of the AOC and be provided a calendar during IMS Registration.

4-2. **English Language Training for International Spouses**.

a. An "English Language Support Course" (ELSC) is offered to all IMS spouses. All teachers are trained volunteers. There is no fee for participation. Childcare is not provided. Families wishing to use the Fort Leavenworth Child Development Center for hourly child care while spouses attend classes must register and make advance reservations. Hourly care is on a "pay as you go" basis. Additional English program details and a registration opportunity will be available during IMS Registration. (See Appendix G).

b. International Military Students' spouses may also enroll, separately, in a more formal Army Community Service (ACS) "English as a Second Language" program. Classes are held at the Main Post Chapel. ACS (684-2800) offers free childcare at the Chapel for parents enrolled in this program. There is no fee for participation.

c. Both English programs are highly recommended and provide spouses with language and cultural skills as well as an opportunity to develop friendships. You will meet representatives of both ESCL and ESL programs at IMS Registration.

4-3. **International Flag Ceremony**. At the beginning of each CGSOC course, CGSC conducts a formal International Flag Ceremony as part of the commemoration of the beginning of a new class. The senior IMS from each country posts his nation's flag during this ceremony held at the Lewis & Clark Center in Eisenhower Auditorium. This ceremony occurs on CGSOC Opening Day. The College provides national flags for this and other official and social occasions throughout the academic year. CGSC encourages all IMS families and sponsors to attend.

4-4. **Post Activities Information and Registration Day (PAIR)**

a. Post Activities Information and Registration (PAIR) Day is held at the Frontier Conference Center. The event centrally locates over 100 post and surrounding area activities and agencies such as sports, hobbies, adult education classes, and many other activities. We recommend setting aside some extra cash for this day as many fees are payable during sign-up. PAIR Day provides the opportunity for one-stop registration for any activities in which you or your family members desire to join or participate. Any delay in signing up for these activities may mean that there may not be a seat available for you. The Directorate of Community Activities (DCA) will conduct PAIR Day on a Saturday, normally in mid-August and mid-February. The event is well publicized.

b. The opportunity for family members to participate in self-enrichment activities and sports while stationed at Fort Leavenworth is equaled by few Army installations. The success of many programs depends on the willingness of adult volunteers to pitch in and help. The superb youth sports programs need adult leaders, while other activities require volunteer adult supervision. Additionally, volunteers support the American Red Cross and Army Community Service programs. The Fort Leavenworth Resource Guide and telephone book provides a complete guide to family activities available at Fort Leavenworth and the surrounding communities.

4-5. **Commandant's Reception**. The Commandant hosts receptions for the entire CGSOC class. The Commandant and Deputy Commandant greet the students

and allow the students a chance to get to know each other. Students and spouses are expected to attend, along with their staff group during the first month of CGSOC.

4-6. Know Your World Program. This program provides selected IMS an opportunity to present a 50-minute briefing or presentation of their country to their classmates and other interested personnel. IMS who present a Know Your World program receive Advanced Applications Program credit hours towards their graduation requirements. (NOTE: All IMS will do a country presentation of approximately 20 minutes to their staff groups during IMSPC and early in CGSOC.)

a. The Know Your World Program is limited to a small number of randomly selected presentations. If you want to present a Know Your World program, come prepared. You will receive information early in the academic year on how to volunteer.

b. Each presentation is 50 (+/- 5) minutes long and deals with various aspects of the country, including its history, culture, customs, and geography. The presentations are open to attendance by all interested military personnel, civilian personnel, and local school children.

c. Video, computer graphic slide (PowerPoint) presentations, maps, and music are usually a part of the presentation. IMS should bring videotapes, computer graphics, posters, pamphlets, native or national dress, and other appropriate materials for organizing and presenting a Know Your World Program. After arrival, your embassy's tourism office will often be willing to donate or loan materials to support presentations. The IMS family members may participate in the presentation. The program is in a large, modern auditorium. Generally, about 250 people attend each program.

4-7. Army Physical Fitness Programs.

a. Physical fitness is an important part of the overall "Leavenworth Experience." IMS participation in all athletic activities is voluntary. U.S. students at the CGSC participate routinely in fitness, weight management, and organized athletic programs throughout their course of study. U.S. students participate in physical fitness activities through class athletic competition, other class-wide events, and the Army Physical Fitness Test (APFT). Team sports such as basketball, soccer, softball, volleyball, and bowling promote competition between sections. Individual sports are handball, racquetball, squash, golf, and tennis.

b. Twice in each Academic Year, the U.S. students take the mandatory physical fitness tests required by their respective services. Army, Navy, Air Force and Marine Corps physical fitness tests are not identical. IMS *may* participate in physical fitness programs and activities and also take a physical fitness test along with their U.S. classmates. Many team sports are also available in the city of Leavenworth and on post for the families of students. It is a CGSC tradition that the IMS challenge their U.S. classmates to a soccer match each class.

4-8. Class and Academic Section Activities. During the school year, classes and sections conduct informal social and athletic activities to form closer friendships between the students. Many of these activities include family members.

4-9. Fort Leavenworth Spouses Club. The Fort Leavenworth Spouses Club (FLSC) extends an invitation to the international spouses to join their organization. The FLSC conducts many activities, including painting, tailoring, bridge, golf, and bowling. FLSC representatives will be present during IMS Registration.

4-10. Organization of International Spouses and Sponsors (OISS). The Organization of International Spouses and Sponsors (OISS) is a private volunteer social organization. It provides opportunities for the IMS spouses to meet in a social environment. OISS sponsors monthly coffees, holiday parties, and various other events. OISS representatives will be present during IMS Registration.

4-11. International Officer Graduate Badge Ceremony. At the completion of the academic year, the IMS receive the International Officer Graduate Badge in a formal ceremony. This distinctive badge identifies the IMS as a CGSOC graduate. The IMS receives a full-size and a miniature badge at the ceremony. The IMS graduates may wear these distinctive badges subject to the uniform regulations of their country.

Section II.
DEPARTMENT OF DEFENSE FIELD STUDY PROGRAM

4-12. Department of Defense Field Studies Program (FSP). The goal of the Field Studies Program (FSP) is to ensure that International Military Students return to their homeland with an understanding of the responsibilities of governments, militaries, and citizens to protect, preserve, and respect the rights of every individual. The Field Studies Program at CGSC is developed and implemented with the specific objective of providing the students with awareness and functional understanding of internationally recognized human rights and the American democratic way of life. To accomplish this goal, the College plans activities to familiarize IMS with how the U.S. Government, business, media, agriculture, education, and other institutions operate collectively to form the American way of life. In a typical year, IMS will—

a. Tour the greater Kansas City metropolitan area to view various aspects of life in a major U.S. population center. Visit several area businesses to include Cessna Aircraft during a trip to Wichita, Kansas in late July. Visit the University of Kansas for an “Economics Seminar”, Park University for an “Education Seminar”; the Truman Presidential Library and Museum, the U.S. World War I Museum and Liberty Memorial; the U.S. Department of Health and Human Services.

b. Visit the Kansas State Capital in Topeka, observe each House of the Legislature, and personally meet with the Governor of Kansas and a Kansas Supreme Court judge.

c. Visit Leavenworth County and Leavenworth city government officials.

d. Visit and observe training at Fort Riley, Kansas, and tour the Eisenhower Presidential Library and Museum in Abilene, Kansas.

e. Participate in a Battlefield Staff Ride at the U.S. Civil War battlefield of Gettysburg, Pennsylvania, as part of an American Civil War history course, and visit Washington, DC, during a 10-day trip. During this timeframe, IMS visit the U.S. Supreme Court, U.S. State Department, Congress, and other points of historical interest, and several national monuments as well as Arlington National Cemetery, including the Tomb of the Unknowns.

4-13. Sponsorship Program.

a. The sponsorship program is a very important part of the Field Studies Program. Each IMS is assigned three volunteer sponsors:

- A Fort Leavenworth (military) sponsor
- A Leavenworth/Lansing (civilian) sponsor
- A Kansas City (civilian) sponsor.

The sponsorship program helps the IMS and their families to become a part of the local community. The sponsors –

- Provide the IMS, and their families, friendship and personal assistance beginning with their arrival at the Kansas City International Airport until they depart following graduation.
- Help settle the IMS quickly into the local area.
- Introduce the IMS and their families to American customs, practices, and ways of life.

b. Similar to Sponsors, the **Student Ambassador** is the in-class IMS representative. There will be one student ambassadors designated for each IMS. The IMS will meet the Student Ambassadors when the CGSOC begins. The Student Ambassador assists the IMS in matters pertaining to the class, and will advise the IMS to contact IMSD or his sponsors on other matters.

c. A variety of social and intercultural activities enhances the IMS relationship with the host families and increases their knowledge of the American way of life.

d. Sponsors are volunteers selected after careful consideration. Great emphasis is placed on the importance of the IMS and sponsor relationships. Sponsors strive to make the IMS stay in the United States a pleasant experience. The mutual understanding and friendships that develop will prove to be rewarding and often will last for years. Periodically, each IMS will complete a Sponsor Survey to provide feedback to the IMSD sponsor coordinator,

4-14. Sponsor Appreciation Socials. The IMSD will invite one of each IMS's three sponsors (Kansas City, Leavenworth, or Fort Leavenworth) to each sponsor appreciation social.

a. **Food Fairs**. There are two IMS food fairs each year, one in the Fall and one in the Spring, at the Frontier Conference Center on Fort Leavenworth. These operate on the principle of the American "Pot Luck Dinner" tradition as each family prepares and brings their favorite national dish. These annual events highlight the year for cooks and aspiring chefs. IMS and spouses are encouraged to wear traditional clothing of their country to add color and interest to the occasion. These fairs are among the most popular activities of the year.

b. **Holiday Dinner Dance**. The IMS Holiday Dinner Dance will take place at the end of November or early December. **IMS and one of their three sponsors** will receive an invitation to participate. The Holiday Dinner Dance, the Fall Food Fair, and the Spring Food Fair are sponsor appreciation events. This will give the IMS and spouse some time to socialize with their sponsors and with other IMS and their spouses.

4-15. **Sponsor Recognition Ceremony and International Military Students' Farewell**. The IMS bid farewell and recognize all of their sponsors and the student ambassadors for their contributions to the program at a ceremony. On this occasion, sponsors are formally recognized by a Senior College Official for periods of service from 5, 10, 15, 20 and 25 years.

Section III.
SOCIAL PROTOCOLS

4-16. Dress for Social Occasions.

a. Dress for social and official functions varies from formal military attire to casual civilian clothing. Normally, invitations for a social function state type of dress. If you have any questions regarding the apparel to be worn, ask the host or hostess.

b. Phrases you may see, which pertain to dress at a social function, are:

(1). Casual. Sport shirts and slacks for men; slack suits, skirt and sweater combinations, or comfortable street clothes for ladies. Jeans are not considered casual attire.

(2). Informal. Business suit or sports jacket and tie for men; short dress for ladies. If the occasion is a cocktail party, ladies may wear short or long cocktail dresses. Dressy pant suits for ladies are also acceptable.

(3). Semiformal. The Army Blue (or White) uniform that you wear with a four-in-hand tie is a semiformal uniform. The four-in-hand (long) tie is worn to receptions or functions that begin before 1800. The bow tie is worn with the Army Blue uniform after 1800. Ladies wear a short or long dress.

(4). Formal. The Army Blue (or White) uniform, when worn with a black bow tie, is a dress uniform and corresponds to a civilian tuxedo. Ladies wear a long evening dress.

c. IMS should wear the uniform of their service that most nearly equates to the type of dress worn by U.S. officers.

4-17. Invitations to Social Occasions.

a. You may receive invitations from sponsors and other friends to dinner parties or cocktail parties in their homes. It is customary in U.S. Culture that we do not include children in these invitations unless <u>specifically</u> mentioned by your host. These dinner and cocktail parties are traditionally small, quiet gatherings at which the guests relax and enjoy the food and hospitality of their hosts. There are other

times when social events include the entire family or special parties for the children.

b. You may wish to arrange with the Child Development Center (CDC) for care for your children. It is a good idea to contact the CDC for the necessary information concerning required forms, fees, and normal working hours. Requests for a special opening of the CDC for official evening functions may be directed to the Supplemental Program Services Director at 684-9351. The CDC also provides information and referral services for evening home-based care. You may choose from an on-post Certified Family Child Care Provider (adult family member) or a home-based childcare provider in the city of Leavenworth. The Red Cross certifies family members (under 18 years old) for home-based care.

c. Invitations for social events are normally sent out 3 weeks ahead of time. During a busy social season, such as Christmas, 4 weeks would be better. Invitations should include who is giving the party, the location, when (date and time), and appropriate dress.

(1). Formal invitations will be marked "RSVP" in the lower left-hand corner. Please tell the person inviting you whether you <u>will or will not</u> attend. Invitations marked "Regrets only" means to respond only if you are unable to attend. <u>Be prompt in responding to an invitation</u>.

(2). If you are uncertain whether you can attend, call the host and explain your situation. If the host needs an immediate answer, you should regrettably decline.

(3). If two invitations arrive for the same evening, the time and type of party may enable you to attend both functions. It is important to call and let the hosts of both parties know your plans.

(4). Official invitations should be accepted even if it means changing personal plans.

d. If you wish to host a party and invite other IMS, please contact the IMSD before scheduling a specific date and time. The social calendar is very busy, and the IMSD can help you select a date that will not conflict with other scheduled events.

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CHAPTER 5

ORGANIZATION AND FUNCTIONS

Section I.

COMMAND AND GENERAL STAFF COLLEGE

5-1. Mission and Goals.

MISSION: The US Army Command and General Staff College educates and develops leaders for full spectrum joint, interagency and multinational operations; acts as lead agent for the Army's leader development program; and advances the art and science of the profession of arms in support of Army operational requirements.

VISION: The US Army Command and General Staff College (USACGSC) is and will always strive to be an educational center of excellence. We must remain a renowned academic leader in the study of leadership, the conduct of joint and combined land warfare, and the application of Joint, Interagency, and Multi-National organizations to synchronize all elements of power to achieve national objectives. We will continue to support field commanders with well-trained and well-educated leaders, in-depth research in the professional body of knowledge, and reach-back planning in support of ongoing operations. We will maintain our world-class faculty dedicated to learning and advancing the professional body of knowledge.

OUR VISION

- Educational center of excellence
- Renowned for study of leadership, conduct of land warfare, and the synchronization and application of all elements of power
- Supporting field commanders with well-trained and well-educated leaders, research in the professional body of knowledge, and reach-back planning
- World-class faculty dedicated to learning and to advancing professional knowledge

The United States Army Command and General Staff College's enduring purpose, supporting Army Leader Development and Education and Professional Military Education, provides a stable beacon for the future. The US Army Command and General Staff College (USACGSC) support the development, integration, and synchronization of Army leader development and education systems through the Center of Army Leadership. USACGSC executes professional military education programs to military and civilian leaders through five educational institutions:

Command and General Staff School, School of Non-Resident Studies, School of Advanced Military Studies, School for Command Preparation, and the Army Management Staff College.

The United States Army Command and General Staff College ensure the professional vitality of the US Army's corps of officers by preparing them to discharge their duties in the service of our nation. Today's contemporary operating environment requires leaders for tomorrow's joint, interagency, and multinational operations. We must replicate that operational environment in the classroom. Therefore, CGSC is more than an "Army" school, we are a joint, interagency, and multinational school with international officers and sister service officers in our faculty and student body. We augment our educational programs with interagency guest speakers and representatives in our exercise program. To that end, USACGSC seeks to produce:

- ***Successful Graduates*** leading teams to solve complex problems throughout the spectrum of operations.

- ***World-Class Faculty*** advancing the profession of arms through the development of, publication for, and subscription to the professional body of knowledge.

- ***Harmonious Army Leader Development and Education Program*** that develops, integrates, and synchronizes leader development and educational systems.

STRATEGIC PRIORITIES: The USACGSC mission statement conveys the College's essential tasks and the vision expresses our ideal of the future. We adjust our mission statement to accommodate continuous and deliberate analysis of guidance (national, DOD, Army, TRADOC, and CAC), the complexities of the contemporary operating environment, and the challenges faced by a Transforming Army at War. Our challenge is current and relevant leader development and education and professional military education in a dynamic professional body of knowledge. We ensure currency and relevancy by immersing ourselves in our professional body of knowledge, contributing to that knowledge with collaboration and publication, and simultaneously adapting our programs to meet the needs of our students, commanders, and fielded operational forces. Our strategic priorities help guide the evolution of our institution and the adaptation of our programs in pursuit of educational excellence:

- ***Educate and train the students to ensure successful graduates can lead teams and solve complex problems throughout the spectrum of operations.***
- ***Develop, publish, and subscribe to the professional body of knowledge.***
- ***Develop, integrate, and synchronize leader development and educational system0Recruit, develop, and retain world-class faculty.***
- ***Support the Army at War and advance the profession of arms.***

CGSC CAMPAIGN PLAN: The campaign plan is a vehicle for leading and communicating change. It is both a document and a process to ensure unity of action, prioritize effort, and assess progress. The campaign plan establishes operational objectives and end states along the College's five lines of operation: Students, Faculty, Curriculum, Leader Development and Education, and Infrastructure.

- ***Students:*** Students who possess a warrior ethos and war fighting focus enabling them to competently and confidently lead Army / Joint / Interagency / Multinational teams throughout the full spectrum of operations.

- ***Faculty:*** World-class military and civilian faculty supported by a faculty development program to maintain professional military and educational competency.

- ***Curriculum:*** Adaptive web-based curriculum founded on fundamental threads embedded in a multi-disciplinary approach to train for certainty and educate for uncertainty.

- ***Leader Development and Education:*** Providing leader development, instruction, doctrine, and PME system to sustain excellence in the Army's core competency of growing leaders.

- ***Infrastructure:*** Fully resourced infrastructure to support the Army, the faculty, the students, and the curriculum.

The United States Army Command and General Staff College implements the vision and campaign plan through a governance and administration model that values inclusiveness and collaboration within the College, between the College and the joint force (Army, Navy, Air Force, Marines), and between the College and our colleagues

in our professional body of knowledge (e.g. multinational partners, U.S. government agencies, and educational institutions). The model includes:

- Organizational command structures (i.e. Commandant, Deputy Commandant, and School and Center Directors)
- Organizational support structures (i.e. Chief of Staff, Dean of Academics, and Graduate Council)
- College-level functional committees (i.e. Teaching, Assessment and Evaluation, Curriculum, Academic Outreach, Research, Accreditation, and Exercises)
- Student and faculty involvement (i.e. student and faculty brownbag lunches, staff and faculty council, faculty conversations, and student leadership)
- Involvement and feedback from the joint force and the professional body (external surveys, professional conferences, and personal contacts).

PHILOSOPHY: The philosophy of the US Army Command and General Staff College is founded on the principles of the American profession of arms. The common defense and welfare of the United States demands professional military officers that are educated and trained to the highest standards of excellence.

The US Army Command and General Staff College philosophy is the distillation of the College's collective set of values and principles that motivate our students and faculty to achieve our institutional purpose and desired effects. Our philosophy explains who we are and what we stand for.

WE VALUE:

- ❑ Service to the Nation
- ❑ Warrior Ethos
- ❑ Army Values
- ❑ How to Think vs What to Think
- ❑ Agile and Adaptive Leaders
- ❑ Life-long Learning

We value Service to the Nation, Warrior Ethos, Army Values, How to Think versus What to Think, and agile and adaptive leaders who are self-aware and committed to lifelong learning and professional development.

o ***Service to the Nation:*** "The Army, a long trusted institution, exists to serve the Nation. As part of the joint force, the Army supports and defends America's

Constitution and way of life against all enemies, foreign and domestic. The Army protects national security interests…."[1]

- ***Warrior Ethos:*** I will always place the mission first. I will never accept defeat. I will never quit. I will never leave a fallen comrade.
- ***Army Values:*** Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage.
- ***How to Think versus What to Think****:* "The need to teach Soldiers and leaders *how to think* rather than *what to think* has never been clearer. To defeat adaptive enemies, we must out-think them in order to out-fight them."[2]
- ***Agile and adaptive leaders who are self-aware and committed to lifelong learning and professional development:*** The complex security environment requires leaders who are self-aware and committed to lifelong learning and professional development. Leader development and education must produce pragmatic theorists who use innovation, critical reasoning, relevant experience, and professional judgment to solve ambiguous complex problems that our graduates will face as staff officers and commanders. Our students and faculty must be self-motivated for active participation in our diverse, broad, and ever-changing professional body of knowledge. Ultimately they contribute to the body of knowledge through research and publication in referred professional journals.

The principles guiding our actions are: A Learning Organization committed to Currency and Relevancy and the Contribution to Knowledge, Empowered Professional Faculty, Socratic and Adult Learning Methods, Training for Certainty and Educating for Uncertainty with a Multi-disciplinary Curricula, and Creating a Learning Environment that supports understanding of Joint Interdependence and the implications of the Strategic, Operational, and Tactical levels of war:

OUR PRINCIPLES

- ❑ Learning Organization
- ❑ Empowered Professional Faculty
- ❑ Socratic and Adult Learning Methods
- ❑ Training for Certainty and Educating for Uncertainty
- ❑ Learning Environment that supports understanding of Joint Interdependence and the implications of the Strategic, Operational, and Tactical levels of war

- ***A Learning Organization Committed to Currency and Relevancy and the Contribution to Knowledge:*** Our current reality is a transforming Army at war that demands that our graduates be prepared to assume war fighting duties immediately upon graduation. Our graduates must be confident, competent

[1] *FM 1: The Army, page 1-1.*
[2] Serving a Nation at War: A Campaign Quality Army with Joint and Expeditionary Capabilities, Parameters, Summer 2004, page 18.

leaders, and creative problem solvers who understand the complexities of the contemporary operating environment. Learning is our most important contribution to the nation; therefore, our challenge is the mastery of a diverse, broad, and ever-changing professional body of knowledge. Collaboration (developing, publishing, and subscribing) in the professional body of knowledge is essential to maintain currency and make relevant contributions to furthering professional understanding or creating new professional knowledge. This demands that USACGSC be a learning organization committed to a continuous effort to improve student learning, teaching, and the learning environment. We must be an analytic, thinking, and learning institution, seeking new knowledge, but circumspect enough to discern the difference between contemporary innovation and enduring principles.

- ***Empowered Professional Faculty:*** USACGSC best accomplishes its educational goals by a vital professional faculty drawn from the entire range of relevant academic and military disciplines. The faculty embodies the scholarship of teaching, learning, and warfighting. Our faculty must master both content and process. Our faculty are decisive because they are expert in their field of study, talented facilitators of learning, and empowered with the flexibility to determine how best to achieve program learning objectives in their classrooms.

- ***Socratic and Adult Learning Methods***: The institution employs the most appropriate techniques and methods in an academic setting conducive to the most advanced understanding of the demands that will be made of those who pass through its courses of instruction. This includes methodologies that are learning-centered, experiential, and effective. We enhance the competence of our students through a learning-centered educational methodology. This methodology relies on collaborative learning, reflective practice, critical reasoning, creative thinking, and the practical application of adult learning theory. The CGSC classroom is an active learner environment. Our faculty members are subject matter experts and facilitators in a collaborative learning environment where student and faculty experience stimulates thought, discussion, and knowledge construction. Socratic method and discussion teaching where “all teach and learn” challenge critical reasoning and creative thinking skills.[3] This methodology is expressed through our curriculum—one that is adaptive, responsive, integrative, experiential, and transformational.

[3] Christensen C., Roland. “Every Student Teaches and Every Teacher Learns: The Reciprocal Gift of Discussion Teaching,” In C. Roland Christensen, David A. Garvin, and Ann Sweet (eds.), *Education for Judgment*. Boston, Massachusetts: Harvard Business School Press, 1991, page 99.

- ***Training for Certainty and Educating for Uncertainty with a Multi-disciplinary Curriculum:*** USACGSC serves as the US Army's most important professional school, combining theoretical education and practical training to produce leaders who are proficient in the understanding and conduct of modern warfare. We must train for certainty and educate for uncertainty; both training and education are vital to our students' learning needs. We must train our graduates on enduring doctrinal principles, emerging lessons, and the skills they will require in their next assignment. Moreover, we must educate our graduates for the uncertainty they will surely encounter; they must know how to think and apply critical reasoning and creative thinking in complex ambiguous situations. USACGSC academic policies and curricular designs educate and train professional officers of all the military services in the nature and conduct of land warfare within the complex national security environment, as well as advance the state of contemporary military knowledge through original research and experimentation.

- ***Creating a Learning Environment that supports understanding of Joint Interdependence and the implications of the Strategic, Operational, and Tactical levels of war***: Students and Faculty must understand joint interdependence implications of Strategic, Operational, and Tactical levels regardless of their next duty assignments. The environment we wish to create will provide rigorous academic challenges and relevant experiences, connecting learning to application and performance. The environment will include practical exercises that draw out high-order, multidisciplinary thinking and require students to integrate knowing and doing. To create this environment, we align College resources with the needs of students and faculty. We must harness global reach technology and state-of-the-art instructional facilities to enhance lifelong learning experiences. Our deliberate student assessment strategies and program evaluations will identify successes and challenges and will support informed decision-making for the way ahead.

5-2. **International Military Student Division** is responsible for the supervision, administration, and welfare of all International Military Students (IMS) and authorized dependents in resident courses at Fort Leavenworth. The IMS and their families receive help in all matters, as required.

a. Specific responsibilities include student administration, the International Military Student Preparatory Course (IMSPC), IMS Sponsor Program, Student Ambassador Program, Know Your World Program, and the Department of Defense (DoD) Field Studies Program (FSP). The Director, IMSD, reports directly

to the Deputy Director, Combined Arms Center Leader Development and Education.

b. IMSD assists the IMS' and their families, as appropriate:

(1). Furnishes advice or assistance in these areas:

(a). In-processing, Registration, and Out-processing.

(b). Procurement of quarters.

(c). Procurement of U.S. Uniformed Services Identification Cards and medical cards.

(d). Orientation to on-post facilities, privileges, services, customs, and regulations.

(e). Hospitalization, medical care, and dental care.

(f). Personal, military, and legal problems, such as pay, orders, uniforms, traffic violations, claims, and visas.

(g). Social activities.

(h). Postal services.

(i). Departure procedures.

(2). Monitors academic status and provides advice and guidance as required.

(3). Through the Department of Defense Field Studies Program, arranges a variety of activities and functions including trips to commercial, industrial, civic, and educational institutions to assist the IMS in getting a balanced view and understanding of U.S. society, institutions, and way of life.

Section II. ORGANIZATION OF COMMAND AND GENERAL STAFF OFFICER COURSE STUDENT BODY

5-3. **Class President**. The Director, CGSS designates the class president who is the senior (by date of rank) U.S. officer. The class president is the spokesperson for the class and assists the USSD staff in matters concerning the class. He guides and directs class participation in social, athletic, community, and post activities.

5-4. **Section Leaders**. A section leader is the spokesperson for his section (of four staff groups) and guides and directs the section's participation in social, athletic, community, and post activities. The section leader is the primary link between the Chief, USSD and the CGSOC students (in essence, a company commander).

5-5. **Staff Group Leaders**. Staff group leaders function under the section leader in the class organization. There are four staff group leaders in each section; 16 students in each staff group. They are the key leaders in ensuring daily personnel accountability and in the execution of both academic and extracurricular activities. They work closely with their staff groups to maintain the morale and welfare of officers and their families and coordinate assistance in times of family emergencies or other special needs. Staff group leaders are the platoon leaders of the class and perform a vital role because the majority of instruction is at the staff group level.

5-6. **International Military Student Leaders**.

a. The senior IMS represents the IMS student body in nonacademic issues. He conducts gift presentations and represents the IMS at grievances. This position allows for credit hours to be awarded for Advanced Application Program credits.

b. The IMS chief of Staff is the second IMS who can represent the IMS student body. He orchestrates the flow of information to the IMS student body. This position allows for credit hours to be awarded for Advanced Application Program credits.

c. Two IMS group leaders each represent one-half of the IMS student body. They provide accountability assistance during Field Studies Program (FSP) events. Each position allows for up to 27 credit hours to be awarded for Advanced Application Program credits.

d. The following IMS committee positions are also available. Each position allows for up to 27 credit hours to be awarded for Advanced Application Program credits

- IMS class treasurer.
- IMS class secretary.
- IMS yearbook committee.
- IMS class gift committee.

5-7. Class Composition. The CGSOC class composition is based on size, and may have up to four divisions. Each division will have four sections, and each section will consist of four staff groups of 16 students. The layout for a division with four sections follows:

```
DIVISIONS      A         B         C         D
               |         |         |         |
               |         |         |         |_________
                         |         |         |__________
               |         |__________
                |__________

  SECTIONS        1      2      3      4
                  |      |      |                                |____
                |      |      |_____
                |      |_____
                |_____
STAFF GROUPS      A      B      C      D
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5-8. Section and Staff Group Assignments. The U.S. Student Division assigns students to sections and staff groups and publishes appropriate rosters. There are IMS, officers of the U.S. Air Force, U.S. Navy or Marine Corps, and U.S. Army officers with Combat Arms (CA), Combat Support (CS), Combat Service Support (CSS), and other special branches in each section and staff group.

5-9. Staff Group Advisors.

a. The Staff Group Advisor (SGA), an experienced instructor, works with each staff group. The SGA provides direct advice and assistance to students during their CGSOC experience.

b. The SGA provides a positive influence on student experiences and provides an evaluation of a student's total performance. In addition, each SGA's department director monitors the academic progress of assigned students and provides guidance and assistance when required. The SGA provides academic counseling to students.

c. The SGA presents staff group instruction on topics such as communications, time management, organizational effectiveness, values, CGSOC goals and expectations, and group dynamics.

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CHAPTER 6
CONDUCT OF INSTRUCTION AND EVALUATION

6-1. General.

a. International Military Students (IMS) attend the Command and General Staff Officer Course (CGSOC) for either 49 weeks (January arrivals) or 51 weeks for June arrivals. The course academic content is identical. There will be ample time for personal affairs such as housing, automobiles, dependent schools, and so forth. Detailed schedules for actual course content will be provided to students as they become available. Classroom instruction will begin following necessary administrative In-Processing and Registration.

b. IMS attend classroom instruction along with U.S. students in fully integrated staff groups of sixteen officers representing the combined arms and services of the United States Army as well as a “Sea Service” (Navy or USMC) officer and a U.S. Air Force officer. In addition, IMS attend the International Officer Preparatory Course (P910), followed by the CGSOC Preparatory Course (P930) with Army non-Operations Career Field officers, U.S. Air Force, Navy, Marine Corps and Federal Inter-Agency personnel, prior to the start of CGSOC Core Curriculum.

c. The CGSOC curriculum is “owned” by CGSC’s Command and General Staff School (CGSS). CGSS is one of the four schools of the Command and General Staff College.

<u>CGSS Mission Statement</u>

Educates and trains field grade officers to be agile, innovative and adaptive leaders, who communicate effectively, think critically, and build teams and lead organizations under mission command in Unified Land Operations in complex and uncertain environments.

d. The course delivered by CGSS had traditionally been referred to as simply “CGSC” or most recently “CGSOC” from the Command and General Staff Officer’s Course. Approximately 1,200 students per year attend CGSOC at Fort Leavenworth.

e. CGSOC satisfies a portion of the Army's Intermediate Level Education requirement. All U.S. Army active component officers attend the program comprised of common “core curriculum as well as two terms of “Advanced

Application Program (elective) classes. You will receive a detailed briefing and description of all the graduation requirements during the preparatory courses at Fort Leavenworth, and you will have ample time and guidance to study the AAP courses offered and to register your preferences. The CGSC faculty and the faculty of civilian universities teach the AAP courses.

f. IMS interested in earning an advanced (masters) degree are advised to visit the Army Education Center on Fort Leavenworth for counseling regarding civilian university programs available from the Army Education Center. Counselors will be present at IMS Registration, prior to beginning the first preparatory course. Acceptance of a student for enrollment is strictly between the university and the student. Textbooks and other course materials for civilian university courses are not part of the prepaid course costs. The IMS or his government is responsible for these costs.

6-2. Small Group Instruction.

a. General.

(1). Education at the CGSC depends on three interrelated components: the faculty, the student, and the body of knowledge. It is in this context that Small Group Instruction (SGI) is the cornerstone of its educational methodology. To meet its fullest potential, SGI requires flexibility, dedication, and professionalism from all concerned.

(2). During SGI, the emphasis is on application of learning to a variety of situations. The result is a student who is prepared to think, to make decisions, and to translate those decisions into actions. Through experiences gained in the SGI environment, each CGSOC graduate is prepared as a military professional to apply knowledge and skills during the unknowns of battle

b. **SGI roles**. SGI comprises a wide range of techniques for structuring the relationships between student, instructor, and curriculum.

(1). **Role of the student**. In SGI, the responsibility to learn is placed on the student. Students are responsible for their own learning and professional development. In the SGI environment, students learn through interaction with the body of knowledge being studied, the instructor, and other staff group members. This includes open verbal discussion of a given subject during class time with the instructor and classmates.

(2). **Role of the instructor**. The instructor in SGI is a facilitator, subject matter expert, and observer. He helps students investigate issues, clarify, and solve problems. Instructors plan and select materials that make up a large part of the learning environment, including the way students organize themselves for the learning process. The instructor assesses the progress and specific needs of the individual and the group, and provides tailored, in-depth responses and opinions.

(3). **Role of the curriculum**. The curriculum is designed by subject matter experts to ensure the learning objective of courseware is vested within the College's mission. The curriculum is taught in a SGI environment utilizing the principles of adult learning.

c. Benefits of SGI. There is ample evidence to show that adult students learn most effectively when they are actively involved in their own learning. Some benefits are:

(1). Most students do better on intellectual tasks when working with others. The presence of other staff group members working on the same problem increases motivation to perform well.

(2). Students gain a clearer understanding of the material when they interact with the instructor and other students.

(3). Most students enjoy interacting with others in social, athletic, and educational groups.

(4). Students often learn faster in groups than individually.

(5). SGI gives students a chance to become actively involved in a secure setting.

(6). SGI provides an excellent way to do higher level learning. It involves students in analyzing, synthesizing, and evaluating ideas.

6-3. Learning Objectives.

a. Each course in the CGSOC contains a "goal" and "learning objectives." The course goal provides the intention of the course and the learning objectives provide the road map for achieving the goal. The learning objectives are the focus of the instructional process.

b. An advance sheet precedes each lesson. It contains lesson preparation requirements and the learning objectives. There are two categories of learning objectives: terminal learning objectives (TLOs) and the supporting enabling learning objectives (ELOs). TLOs specify the major learning outcomes for a course. ELOs specify those learning outcomes that must be mastered first to accomplish the TLOs. All test or evaluation items relate to a specific TLO or ELO.

c. Each learning objective (TLO or ELO) has four parts: an action or task, a condition, a standard, and either a cognitive or affective learning level. Tasks are statements of what the student will do as a result of instruction. The condition identifies what the student requires/needs to accomplish the tasks. Standards are the acceptable performance.

6-4. Feedback and Evaluation.

a. Two of the most important aspects of SGI are feedback and evaluation. Instructors inform students regularly on how they are performing against course objectives and give them a written assessment.

b. The nature of the SGI environment requires that evaluation be largely subjective. It is through subjective evaluation that the instructor can consider: Did the student perform to his or her ability? Did the student contribute to the staff group effort? Was the learning objective standard met or exceeded? The final assessment of a student's academic performance is subjective and objective judgments, but emphasizing the former.

c. CGSC Bulletin No. 3, CGSC Student Assessment, Graduation, and Awards Policy, explains details of the evaluation program. This bulletin is on the staff group’s bulletin board.

6-5. **Grades**. Letter grades are feedback to students concerning how they applied knowledge in relation to learning objectives. In the staff group learning environment, grades rely on instructor subjective evaluation and examination results. Students receive the following letter grades:

A	Exceeded course standards.
B	Achieved course standards.
C	Marginally met course standards.
U	Failed to achieve course standards.
I	Incomplete. Course work is not complete. Students receive an "I" in place of a final grade only if an emergency situation exists such as illness, emergency leave, or severe family problems.
PASS/FAIL	Used as an exception to policy when the Deputy Commandant approves.

6-6. **Homework**.

a. An academic day is a combination of scheduled instruction, laboratories, and individual study (homework). The standard academic day commences at 0830. Classroom sessions normally end between 1230 and 1530, however the total academic day varies from 8 to 10 hours, including homework done outside the classroom.

b. Students are accountable for all homework assignments both during classroom activities and on examinations.

6-7. **Research**.

a. The opportunity to conduct individual and group research is one benefit offered to the CGSOC student. All students should take advantage of the many references on research methods and techniques available in the Combined Arms Research Library (CARL).

b. The CARL and the Center for Army Lessons Learned (CALL) offer ProQuest Direct (PQD), an Internet-based index to over 5,000 magazines and journals, which allows the user to view and download the full text of many articles. All articles covered by PQD are represented in the database by citations with

abstracts. Terminals are available for students, family members, faculty, and other library customers in the CARL.

6-8. Weekly Schedule.

a. The class schedule outlines the lesson title and number, responsible department, and place and time of each lesson. The schedule is based on an 8 to 10 hour day. The average academic day is 5 instructor contact hours with remaining hours scheduled as class preparation, research, laboratories, and/or athletics.

b. The CGSS goal is for students to spend no more than a total of 50 hours per week in academic pursuits to include classroom time and homework assignments. IMS may need to allow more time when language challenges come into play.

c. Classroom hours during elective terms will vary depending on the student's courses in the Advanced Applications Program.

6-9. Personal Computers. CGSOC students need basic computer and Internet search and research skills. CGSC classroom requirements are accomplished with Microsoft Office applications. Students must be able to produce papers and briefing media, communicate via electronic mail, and access/research information via the Internet. Computers are available for use in the library and classrooms.

a. All CGSC Network Workstations are “United States Government Systems”. Access to these systems is rigidly controlled and acceptable use of these systems is defined by the CGSC Acceptable Use Policy (AUP) found at Appendix C of this circular. **All** faculty, staff, and students at CGSC are required to read this policy and acknowledge, in writing, agreement to comply, before being granted access. Violation of the will result in investigation which can lead to penalties ranging from warnings to suspension of access to criminal prosecution. International Military Students will submit their written AUP agreements during In-Processing.

b. Notebook Computers. The International Military Student Division issues a notebook computer to each International Military Student (IMS) attending CGSOC. Notebook computers are not U.S. Government systems and must not be connected to the CGSC network.

(1). These notebook computers are purchased under course costs. They remain with the IMS throughout the course, and are considered Retainable Instructional Material. They are property of their respective governments, and are taken to home country by the IMS following graduation. IMSD will issue these computers prior to commencement of the International Military Student Preparatory Course.

(2). Notebook computers issued to IMS are covered by a manufacturer warranty for three years. The warranty is transferable to the IMS' home country as well.

c. E-mail Account. Each student receives an official address and access during In-Processing. IMSD staff, Staff Group Advisors, Team Leaders, Staff Group leaders, and others will use that address for distribution of information. Access to e-mail, and web-based learning systems such as Blackboard and SharePoint will be explained, demonstrated and practiced during the first few days of the IMS Preparatory Course.

d. Selection and purchase of an Internet service provider (ISP) for use outside of CGSC facilities is the responsibility of the IMS. Purchase of an ISP is reimbursable to IMS authorized IMET Travel and Living Allowance (TLA)

(1). Students billeted in on-post housing will have internet service bundled with their standard cable television and telephone service package from Time-Warner Cable Television. Problems with this service should be reported immediately to Frontier Community Housing, **not** to Time-Warner Cable Television.

(2). Students billeted off-post will need to arrange for their own Internet service. Availability and options vary with the location of the home or apartment.

e. Computer viruses are a common problem with any computer system; however, each system within CGSC uses antivirus software. It is highly recommended that students employ virus protection measures for their personal computers as well. Antivirus software is available free of charge for students to install on their personal computers while use as students at CGSC. Students are at liberty to select from other antivirus applications should they wish to use

something more familiar to them. It is usually inadvisable and/or impractical to use more than one antivirus system at a time.

f. The CGSC computer network is not cleared for classified information processing. Users are not allowed to install software on any of the CGSC computer systems. External media storage devices (thumb drives, flash drives, memory sticks, external hard drives, etc.) are not authorized and will not function on CGSC network workstations.

g. The CGSC Directorate of Educational Technology (DOET) is the proponent for CGSC Information Technology in information security. The Army's standard productivity software is the Microsoft Office 2010 suite of applications (you will use Word and PowerPoint extensively) and the operating system standard is Microsoft Windows Seven.

6-10. Policy Letters. The Garrison Commander has policy letters that affect all military and civilians when they are assigned to or are physically located on Fort Leavenworth. These policy letters are guidance to all personnel connected to CGSC as students, staff, or faculty. You, your dependents, and any guests you bring on post are subject to all of the policy letters while here at Fort Leavenworth. You will be briefed on these policy letters prior to beginning, and they will be made available to you during, the IMS Preparatory Course.

6-11. Command and General Staff College Statement on Academic Ethics. The Commandant of the CGSC considers the subject of professional ethics to be very important. Work presented by students, staff, and faculty as their own, will be their own. To do otherwise results in unfair advantage and is inconsistent with professional ethics and integrity. The definition for academic ethics as it relates to the staff, faculty, and students and their duties at the CGSC is—

The application of ethical principles in an academic environment, giving and receiving only authorized assistance; and conducting legitimate research and properly attributing credit to sources of information.

a. The preceding statement and following amplifications are to help the vast majority who want to do the right thing and, thereby, have a more productive learning experience. Officers may be guilty of plagiarism and subject to the full penalties for it, even though they have the best intentions, if they do not document the source(s) of their information properly. (Ignorance is not a defense.)

Plagiarism, in any form, is strictly prohibited! CGSC Statement on Academic Ethics and CGSC Non-attribution Policy are in CGSC Bulletin 20 and are outlined below.

b. Plagiarism includes, but is not limited to:

- Presenting as new and original an idea or product derived from an existing source.
- Presenting another's writing or another's ideas as one's own.
- Copying words from a source without identifying those words with quotation marks and/or endnotes.
- Copying the words of another student.0Borrowing another student's paper, handing in a paper purchased from an individual or agency, or submitting papers from study groups or organizational files.
- Providing or asking for unauthorized assistance on examinations, individual projects, or group projects.
- The direct lifting or transfer in whole or in part of computer based test from Web sites, computer disks, and databases without placing that text in quotes and properly footnoting the source.

c. Group work. Team work and mission accomplishment applies when an instructor assigns group work. Then the brainstorming, sharing of ideas, joint authorship, and critiquing of each other's work is important. When an instructor assigns similar projects to several groups, each group will produce its own solution. Collaboration between groups to produce a common solution is prohibited unless specifically permitted by the instructor.

d. Students will not—

- Possess or use copies of solutions to practical exercises, examinations, or any other controlled issue material used in any CGSC resident or nonresident courses <u>that have not been issued to them</u> by the faculty conducting the course or courses in question. This includes materials used in prior years.

- Transfer any of the material listed above unless specifically authorized to do so.

- Assist or receive assistance from any person, to include a spouse, in completing practical exercises (PE), examinations, or the graded course requirements unless expressly authorized to do.

- Use information from previous examinations, to include information contained in student's notes or information obtained from students in sections/staff groups who have already completed a common curriculum or advanced application course for the course in question.

e. Student responsibilities.

(1). Understand and abide by the CGSC Statement of Academic Ethics and the CGSC Non-attribution Policy as outlined in CGSC Bulletin 20. **IF UNCERTAIN AS TO WHAT IS ALLOWABLE, ASK YOUR INSTRUCTOR, SGA, OR THE DIRECTOR, IMSD.**

(2). Understand what study guides and study groups are and how to use them. Study groups are encouraged. Students may prepare, transfer, and share study guides for use in preparing for graded requirements. **No group sharing is allowed after anyone in the group has been issued a graded examination or exercise designated and issued for individual student completion. Students from other staff groups who have already completed the course and/or taken an examination may not assist other persons or groups who have not taken the examination or completed the exercise.**

f. Requirements to maintain the highest professional standards apply to all members of the resident and nonresident College community, to include staff, faculty, and students. Instructors and authors are to do honest research and, when they publish for personal recognition, to attribute credit to those from whose work they borrow.

g. Instructors, staff leaders, SGA's, and others called upon to give extra instruction or tutorial assistance must be cautious not to compromise the spirit of academic ethics in their efforts to assist students desiring help.

h. Copyright laws are specific and demanding. All personnel must honor them and not be lured into insensitivity by the ease of photocopying, tape duplication, and other technologies. For specific information on the use of copyrighted materials, contact CARL at 758-3018.

i. Some departments and/or instructors encourage the use of spelling, grammar, and style checkers while others do not. Language-analysis software is a powerful tool for learning and a quality control for writing. This software, unlike the dictionary or composition text, "proofreads" writings and recommends changes based on "rules" set up for that program. It flags potential problems and offers recommendations; the writer makes the decisions. A writer may passively accept these recommendations, but a good writer recognizes the program's limitations as an analytic tool and bases decisions on personal knowledge. Because the final decision rests with the writer, CGSC does not require acknowledging the use of these programs.

j. If technical advice is sought from another person on spelling, grammar, or style checkers, the advice will be limited to generic information, and exclude advice on specific assignments. Students must safeguard their work from exposure to a classmate's view when using any word-processing software.

k. The non-attribution policy of the College regarding guest speakers is an important issue. Violation of the policy would not only threaten academic freedom at the College, but would also bring into question the ethics of the individual who was aware of and understood the policy but violated it anyway.

l. IMS are subject to the criteria established in CGSC Bulletin 12 with the proviso that final action rests with Commander, TRADOC, under the provisions of Army Regulation (AR) 12-15, *Joint Security Cooperation, Education and Training.*

6-12. Academic Freedom. As an institution accredited by the North Central Association of Colleges and Schools (NCACS), the CGSC subscribes to the American Association of University Professors 1940 Statement on Academic Freedom. The CGSC depends on the free flow of ideas for its intellectual vitality. Indeed, the principles of adult education practiced by the College are based on the importance of free thought in an academic environment. But, this freedom also imposes certain obligations:

a. In the classroom, the College encourages aggressive examination of all academic subjects. However, debates naturally arising among professionals in such an environment should be kept free from controversial matter having no relation to the scheduled instruction.

b. Students, staff, and faculty are entitled to full freedom in research and publication of results, consistent with the academic responsibilities of the CGSC. Nonetheless, these efforts are subject to regulatory and statutory limitations, current public affairs policies, copyright laws, security considerations, and the CGSC non-attribution policy.

c. When CGSC students, staff, and faculty speak or write on matters outside the purview of the College, they are free from academic censorship or discipline. But they must remember that the public may judge their profession and the CGSC by what they say. They should be accurate, exercise appropriate restraint, show respect for the opinions of others, and make every effort to indicate that the views they express are theirs and not necessarily those of the CGSC or the Department of the Army (DA).

CHAPTER 7

CURRICULUM

Section I. GENERAL

7-1. **Command and General Staff Officer Course (CGSOC)** prepares career officers to function within a larger context of unified action—multi-service, interagency, and multinational operations. Achieving unified action in wartime requires building competence and confidence through peacetime training and education—training as we will fight.

7-2. **Core Curriculum Courses**. Core curriculum instruction provides students with a broad-based education including critical reasoning, leader assessment and improvement, how the Army runs, leadership, 20th century history, strategic studies, operational studies, and tactical studies. CGSOC field-grade student education relies heavily on the experiential learning model for adult education, much like civilian graduate degree programs.

7-3. **Advanced Operations Course**. The Advanced Operations Course (AOC) will follow the core curriculum. Instruction is designed to develop the warfighting and leadership skills necessary for U.S. Army "Operations Career Field" officers to be proficient at the battalion, brigade, division, and joint land component command, operating in full spectrum operations in the contemporary operating environment. This includes: battle space appreciation; component roles and responsibilities; shaping, decisive, and enabling operations at the tactical level, including asymmetric and urban operations. Officers will develop requisite command and leadership skills through warfighting experiential learning applications, competency-based curriculum, and case study analysis. Field grade officers attending AOC will be proficient in advanced campaign planning for joint operations and unified operations. The OPCF officer will be able to perform as a staff generalist and staff specialist in his branch from division through the echelons above corps (EAC) level and as a generalist and specialist battalion and brigade command capable officer.

7-4. **Advanced Applications Program**.

a. The Advanced Applications Program (AAP) provides students the opportunity to enhance personal and professional growth while conducting

advanced studies related to the core curriculum. The program supports the long-term professional development of the students and does not merely focus on immediate follow-on duty requirements. This broadens student perspectives on military operations and enables the students to pursue many individual and professional needs. The AAP courses will be taught throughout the academic year.

b. Each student will be required to complete five AAP courses to satisfy graduation requirements.

c. The registrar will publish a listing of all AAP courses and their descriptions.

7-5. Graduation Information. To graduate from CGSOC, an IMS must—

- Meet course standards in the core curriculum and AOC.
- Be certified by the CGSC Graduation Board.

7-6. Academic Awards. CGSOC graduates compete for the following academic achievement awards:

GENERAL GEORGE C. MARSHALL AWARD. The distinguished U.S. graduate receives the Marshall Award. Established in 1960, this award recognizes scholarship, pays homage to one of America's most honored soldiers, and serves as a lasting incentive to the officers privileged to attend the College.

GENERAL JOHN J. PERSHING AWARD. The distinguished Reserve Component graduate receives the Pershing Award. In 1962, the 40th anniversary year of nonresident instruction at the CGSC, the General John J. Pershing Award was established. This award honors the outstanding graduate of each class of nonresident students completing their instruction at the College. In 1971, the distinguished graduate of the first Reserve Component Resident Class was added as a recipient.

GENERAL DWIGHT D. EISENHOWER AWARD. The distinguished International Military Student graduate receives the Eisenhower Award. This award honors

military scholarship and is held in the highest esteem by the winners and the nations they represent. The Henry Leavenworth Chapter of the Association of the U.S. Army established "The International Award" in April 1969 to recognize the distinguished IMS graduate of each year's class. On 11 August 1969, the CGSC Commandant, with the consent of Mrs. Eisenhower, arranged for future IMS awards to be known as the Dwight D. Eisenhower Award.

SGA's nominate students for the above three awards. The CGSC Graduation Board selects the recipient based on documented academic achievement and other professional attributes. The Deputy Commandant approves the board's selection.

MAJOR GENERAL HANS SCHLUP AWARD FOR EXCELLENCE IN INTERNATIONAL RELATIONS. This award (for IMS only) recognizes and promotes in the IMS community at CGSOC the significance and importance of international relations developed through the network of friends and professional acquaintances made during CGSOC attendance. The IMS must be a current resident student at CGSOC. Nomination procedures will be announced via the IMSD Web site and briefings to the IMS class. The IMS selected for this award will be recognized at both the International Graduate Badge Ceremony and the CGSC Graduation Ceremony. The Schlup Award is unique among CGSC accolades in that it is internally selected by the International Military Students themselves.

MASTER TACTICIAN AWARD. SGA's or CTAC instructors nominate CGSOC students who are in a combat or combat support specialty and have a solid academic record for this award. Qualified nominees undergo rigorous written and oral examinations by a board of CTAC senior officers. The College selects one student each year as the Distinguished Master Tactician.

MASTER LOGISTICIAN AWARD. SGA's nominate CGSOC students who are in a combat support specialty and have a solid academic record for this award. Qualified nominees undergo rigorous written and oral examinations by a committee of senior DLRO officers. The College selects one student each year as the Distinguished Master Logistician.

GENERAL DOUGLAS MACARTHUR MILITARY LEADERSHIP WRITING COMPETITION. Established in 1985, this award encourages and recognizes scholarship and professional writing on leadership. The Douglas MacArthur Foundation in Norfolk, Virginia, sponsors this award and the CAL administers it.

GENERAL WILLIAM E. DEPUY AWARD. In February 1993, the Commander, U.S. Army Training and Doctrine Command (TRADOC), directed CGSC to present an annual award for outstanding original military thought as a memorial to General William E. DePuy. CGSOC and School of Advanced Military Studies (SAMS) AMSP students may compete for the DePuy award by submitting MMAS theses, written works comparable to a thesis, or nontraditional works such as computer simulations, which show significant original thought about doctrine, training, organization, materiel, or leadership. Combined Arms Doctrine Directorate (CADD) administers the competition.

BG BENJAMIN H. GRIERSON AWARD FOR EXCELLENCE IN STRATEGIC STUDIES. This award recognizes excellence in strategic studies by students enrolled in the Strategist Program. Award selection includes recommendations (SGA and instructors), review of all grades, performance in the Strategist Program courses, a specific writing requirement, and an oral comprehension examination. The Buffalo Soldier Educational and Historical Committee awards a plaque at graduation.

EXCELLENCE IN JOINT COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, AND INTELLIGENCE (JC^{4}I) WRITING AWARD. The student who excels in research and writing on the subjects of joint command, control, communications, computers, and intelligence receives the Excellence in the JC^{4}I Writing Award. This competition is open to both CGSOC and SAMS AMSP students. The Kansas City Chapter of Armed Forces Communications Electronics Association (AFCEA) will award a plaque for the best essay at graduation.

ARTER-DARBY MILITARY HISTORY WRITING AWARD. Established in May 1980, the Arter-Darby Award enhances professional scholarship by recognizing excellence

in student research and writing about the evolution of American tactical doctrine. Major General Robert Arter, a former deputy commandant, and former U.S. Senator Harry Darby of Kansas City endow this award. This award for military scholarship is open to all members of the CGSOC. Interested students write a well-documented historical MMAS or a thesis-length monograph for submission to an editorial board. The student who submits the best essay receives a prize at graduation.

***DONALD SMYTHE AWARD IN HISTORY*.** Created in 1989, the College presents the Smythe Award annually to the best CGSOC history student. History instructors invite candidates to write a thesis-length paper on a historical topic and to take at least two Combat Studies Institute (CSI) AAPs. The winner is selected based on quality of written work, recommendations, and course performance. The winner receives a certificate at graduation and his/her name is inscribed on a plaque displayed in Bell Hall. This award, by recognizing excellence in the study of history, honors the memory of an esteemed scholar, Father Donald W. Smythe (S.J.). Father Smythe served as the John F. Morrison Professor of History from 1985 to 1986.

7-7. Academic Reports. The College prepares an International Military Student Academic Report for each IMS. Each IMS SGA writes a narrative evaluation. IMS depart training with a copy of the final report in hand; copies are filed with the CGSC Registrar and also forwarded to the host-nation Office of Defense Cooperation. Each IMS also receives an official transcript with grades prior to or on graduation day. Transcripts (without grades) are a part of the academic report reflecting the courses taken and any academic honors and are also forwarded to host nation ODC.

Section II.

MASTER OF MILITARY ART AND SCIENCE DEGREE PROGRAM

The 93d Congress enacted legislation that authorized the CGSC to award the Master of Military Art and Science (MMAS) degree. The College receives its accreditation from the Higher Learning Commission of the North Central Association of Colleges and Schools. IMS are permitted to apply for this degree. Completion of the MMAS during CGSOC studies is **totally optional**. Cost of testing for acceptance into the program is at the expense of the IMS.

7-8. **Definition**. Military Art and Science is the study of the development, operation, and support of military forces in peace and war and of their interrelationships with economic, geographic, political, and psychosocial power to achieve national objectives.

7-9. **Program Requirements**. To complete the MMAS Degree Program, an officer must:

- Apply for admission and be selected as a candidate.
- Complete Advanced Applications Program courses—A211, A221 I and II (MMAS Research Methods I, II, and III).
- Maintain at least a "B" in all courses. A review of performance occurs at the end of each term.
- Submit and orally defend an acceptable thesis.
- Satisfactorily complete a comprehensive oral examination based on the curriculum.

7-10. **Admission.**

a. Resident students of the CGSOC and SAMS Advanced Military Studies Program (AMSP) with baccalaureate degrees (or recognized equivalent) from accredited institutions are eligible to apply for admission to the MMAS Degree Program. Students complete the MMAS while attending the resident CGSOC or SAMS AMSP. All students applying for the program, including IMS, must provide official transcripts certifying appropriate educational backgrounds. Additionally, IMS seeking admission, but not having English as their first language, must complete the “Michigan Test of Language Proficiency”. The MTLP is an assessment of grammar, vocabulary and reading.

b. IMS who plan to apply for the program are encouraged to bring supporting materials—both for admission and for possible research topics—when they travel to the United States. Supporting admission materials should include official copies of academic transcripts, degrees awarded, and other documentation of the holder's ability to accomplish graduate-level scholarship. Research materials may include any literature or other evidence relevant to the topic(s) being considered for the master's thesis.

c. Application is submitted on CGSC Form 76 (Master of Military Art and Science Program Application) which may be obtained from the office of the Director, Graduate Degree Programs (DGDP). Application must include an *official* transcript (bearing the institution's raised seal) of previous college work. Photocopied reproductions of transcripts are *not* acceptable. The College may require other evidence of aptitude for graduate study on a case by case basis.

d. An applicant for the MMAS Degree Program should request that the pertinent institution forward transcripts and/or aptitude test scores to the DGDP, before reporting for the CGSOC or immediately after arrival.

7-11. **Thesis**. An acceptable thesis is a central requirement of the MMAS Degree Program. Each candidate's thesis will evidence independent thinking, original investigation, mastery of subject matter, ability to conduct research, and ability to write well. The thesis committee recommends acceptable theses for reproduction and distribution. The Defense Technical Information Center, CARL, and thesis research committee members receive copies of the theses. IMS who want to participate in the MMAS program should select one or more possible thesis topics before arrival.

7-12. **Administration and Scheduling**.

a. Participants must enroll in the three designated research and methodology courses (A211, A221 I and II).

b. Each candidate must submit to the DGDP, at the beginning of the CGSOC, a thesis research prospectus stating his/her topic. When the DGDP approves the thesis prospectus, appropriate faculty members then form the candidate's thesis committee. The committee consists of the chairperson and two

or more additional members, one of whom must hold a doctoral degree. Consulting Faculty members augment the CGSC resident faculty. The Consulting Faculty consists of U.S. Reserve officers, normally college or university professors, who have special research qualifications.

c. In consonance with a prescribed timetable, the candidate conducts research under the guidance of the thesis committee. The candidate normally (in accordance with current DGDP guidance), submits drafts of chapters 1 through 3, a question outline, and the bibliography during the first half of the academic year. After that, the student revises and completes the thesis while preparing for the comprehensive oral examination. A special committee (including the thesis committee chairperson and a representative of each principal academic department) conducts the MMAS oral examination.

d. The CGSC Graduation Board determines successful candidates. Successful candidates receive their MMAS degrees at the CGSOC graduation ceremony.

e. Interested students should attend the MMAS briefing that will be presented as part of the preparatory course instruction.

f. Official records will note only successful completion of the MMAS Degree Program.

Overview

Command and General Staff Officer Course

The Command and General Staff School (CGSS) provides the Command and General Staff Officer Course for U.S. Army field grade officers and selected officers from the U.S. DoD and International Military Students. The goal is to prepare career officers with a larger context of unified action—multi-service, interagency, and multinational operations. Achieving unified action in wartime requires building competence and confidence through peacetime training and education, training, as we will fight.

CGSOC Structure

CGSOC consists of two components, the Common Core Course and the Field Grade Credentialing Course. The US Army Command and General Staff College (CGSC) is the proponent for the development and delivery of the Common Core Course curriculum to all field grade officers, regardless of career field or component. Proponent for the Credentialing Courses resides with the career field proponents, with the Combined Arms Center (CAC) being the proponent for the Operations Career Field (OPCF).

Common Core Course

All active component Army senior Captains and Majors receive the Common Core Course through resident attendance at Fort Leavenworth or a permanent Satellite Campus site. Those Reserve Component and Special Branch officers not attending the resident course or a Satellite Campus receive their Common Core via The Army School System (TASS) or Advanced Distributive Learning (ADL).

The Common Core Course prepares field grade officers with a warrior ethos and warfighting focus for leadership positions in Army, joint, multinational and interagency organizations executing full spectrum operations. The course emphasizes:

- Warfighting in full spectrum operations (FSO) and today's operational environment
- Balance how to think versus what to think
- Complex problem solving across FSO
- Balanced focus on current ops, future ops and plans functions
- Staff principles and concepts
- Know how to synch actions to attain effects

Field Grade Credentialing Course

The field grade-credentialing course for OPCF officers is the Advanced Operations Course (AOC) conducted at Fort Leavenworth. The AOC develops officers with a warfighting focus for battalion and brigade command capable of conducting full spectrum operations in joint, multinational, and interagency environments with the requisite competencies to serve successfully as division through echelons-above-corps staff officers. AOC emphasizes a Warfighting focus through:

- Integrated full spectrum scenario with execution centric focus
- Simulation performance based execution
- Theory and doctrine of war
- Conduct of war - Army, Joint and

Multinational operations

- Command leadership and decision making in battle
- Planning, synchronization and execution of operations
- ARFOR, JTF, Division and Brigade exercises

All students complete their education by selecting elective courses from the Electives Program. Students can use these elective offerings to complete the requirements for a Focused Program that awards an Additional Skill Identifier (ASI).

The Teaching Team

The Teaching Team methodology delivers both the Common Core Course and AOC for both resident and Satellite Campus students. The Teaching Team is responsible for providing instruction to students, organized as staff groups, throughout the academic year and provides oversight for all exercises resident in the curriculum. Teaching Team instructors also serve as professional development coaches for students. In this role they are responsible for mentoring, providing feedback, facilitating, counseling, observing, and assisting the students in achieving their professional development goals. Teaching Teams include a mix of task-organized instructors from all the academic departments.

The staff and faculty include civilians, international officers, and field grade officers with experience in all branches and services. The vast majority of our civilian faculty is retired officers. Our faculty keeps the curriculum fresh and relevant via augmentation tasking to the Combat Training Centers and operational deployments in support of ongoing operations. Their experiences help invigorate the classroom discussion and curriculum.

Technology

Student exposure, training, and education with current and emerging battlefield visualization automation begins early.

All students are exposed to the Army Battle Command System (ABCS) suite of hardware and software. Throughout the AOC curriculum students use these tools, with practical application during the JTF, Division, and Brigade exercises. AOC students participate in a Brigade exercise emphasizing battle command in a similar format as that offered during the Pre-Command Course. In addition:

- All students receive ABCS Awareness training during the Core curriculum
- AOC students can elect to take one of several digital electives focusing on specific branch-related hardware and software
- About 25 percent of all exercises are built using digital MTOE BLUEFOR

School Year Organization

Two CGSOC pre-term preparatory courses and two sister-service indoctrination courses are held for selected international and US officers. The resident school year is organized into three terms. Each term is composed of one or more thematic blocks of instruction taught in subject modules spread over one or more lessons. The Common Core Course is taught in Term I; the AOC and Elective Program are taught over Terms II and III.

Preparatory Courses

The Air Force Element of the CGSC conducts an Indoctrination Course for USAF officers and the Navy Element conducts one for USN, USMC, and USCG officers. Attending the CGSOC Preparatory Course follows these service specific courses.

There are two preparatory courses for students attending CGSOC Core curriculum and AOC. The first is the International Military Student (IMS) Preparatory Course

(IMSPC) (P910). This course is mandatory for all international students. It is a 16-day course providing international officers survival skills needed to function in CGSOC at Ft Leavenworth, the local community and to begin the DOD Field Studies Program educational process. It exposes the IMS to the small group instruction methodology, which is used in the majority of CGSOC instruction. The course consists of discussion of professional and cultural topics, introduction to the use of automated systems, practical exercises in basic research and writing methods, and other subjects.

The second preparatory course is the Intermediate Level Education (CGSOC) Preparatory Course, (P930); consisting of 8 days of instruction. The first days are basic fundamentals taught by Center for Army Tactics (CTAC), and the final days are logistics operations instructed by Department of Logistics and Resource Operations (DLRO). This course forms the entry-level basis for all combined arms tactics instruction for the CGSOC. It explains how the Army as a whole conducts combat operations on the modern battlefield. The 10 lessons explain the Army's doctrine for war, the major combat and combat support battlefield operating systems (maneuver, fire support, air defense, intelligence, mobility/survivability, and command and control) that commanders must synchronize to successfully conduct war, and describe the structure of major Army tactical echelons of command (corps, divisions, and brigades).
The course emphasizes acquiring knowledge of fundamental terms, concepts, principles, and organizations.

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Command and General Staff Officer Course (CGSOC) Common Core (CC)

The CGSS CGSOC Common Core (CGSOC-CC) equips mid-grade military officers with a preliminary comprehension of the five intermediate-level college Joint Learning Areas in preparation for their Military Education Level 4 (MEL 4) & JPME1 qualification upon completion and the certification course for their specific branch/functional area. CGSOC-CC aims at moving junior majors from a tactical-level perspective to an operational-level perspective so that they can rejoin the field force as effective field grade officers.

In the CGSOC-CC, mid-grade military officers undertake an investigation of the conflict among groups and uses of military power at a graduate level. The academic departments of the US Army Command and General Staff School orchestrate instruction among their areas of emphasis to enable CGSS students to use military forces competently at the operational level of war. Key areas of study include history, leadership and the human dimension, logistics, force management, Army Force Generation (ARFORGEN) politics, strategy, operations, and tactics. From the start, the course introduces the concepts and terminology for visualizing and describing outcomes and conduct of military operations at the operational level.

The CGSOC-CC begins with the strategic "stage setter" module that visually conveys the spectrum of threats, challenges, and opportunities that leaders face in the operational environment. This is a springboard for discussions that compel students to think broadly about full spectrum operations in order to derive an initial battle focus. The stage setter module has the effect of unifying the battle focus for all students. Approximately a third of the CGSOC-CC is devoted to practical exercises. The emphasis on "application of knowledge" and academic rigor is intended to improve leader development outcomes.

Foundational classes, along with the force management, military history, and leadership parallel blocks provide the spring-board for a curriculum that guides students from strategic to tactical levels from the perspective of the Army as the land component in full-spectrum operations.

All students completing the CGSOC-CC receive accredited Program for Joint Education (PJE) Phase I credit. PJE Phase I prepare students for duty with service components of joint commands and qualify students for PJE Phase II (Joint Forces Staff College). Phase I provides a foundation in joint matters and an awareness of the joint environment. Five primary learning areas constitute the PJE Phase I program:

- National military capabilities and command structure.
- Joint doctrine.
- Joint and multinational forces at the operational level of war.
- Joint planning and execution processes.
- Information operations (IO), Command and Control (C2) and Battlespace Awareness.

The CGSOC Common Core consists of six primary themes:

- C100 - Foundations
- C200 - Strategic Environment
- C300 - Joint, Interagency, Intergovernmental, Multinational (JIIM) Capabilities
- C400 - Doctrine
- C500 - Joint Functions
- C600 – Planning.

These themes are supported by the Guest Speaker Program and three parallel blocks:

- Force Management-Managing Army Change,
- History-Rise of the Western Way of War,
- Leadership.

See Figure 1.

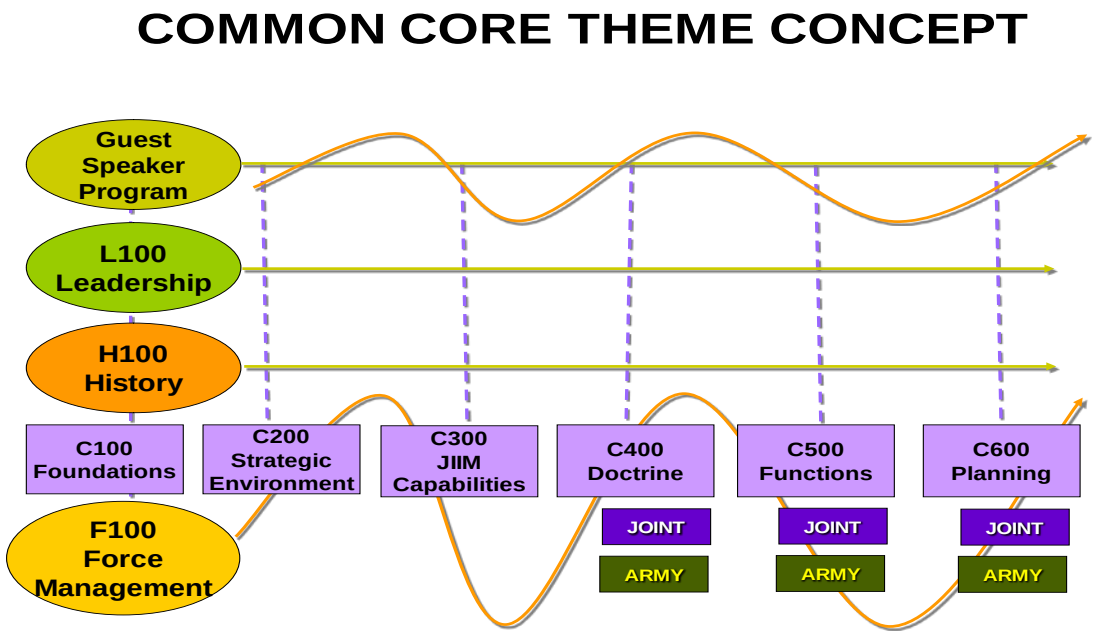

Figure 1. CGSOC Common Core

C100 - Foundations Theme

The C100 Foundations theme of the CGSOC Common Core Course consists of 15 lessons totaling 36 hours. These lessons seek to make students more aware of the contemporary environment and of self, to "set the stage" for learning during the rest of the course and beyond. They also allow students to recognize relevant learning opportunities while organizing personal and professional values to appreciate

the challenges facing a field-grade military officer in an evolving operational environment. These opportunities include the following:

- Connections between learning opportunities and future professional requirements;
- Awareness of self and the operational environment; and,
- Choices leading to increasing professional competency.

Students discuss and reflect upon aspects of the contemporary world to decide for themselves what they know, or don't know, about full-spectrum operations and the threats, challenges, and opportunities of the current international security environment. This serves as a foundation for refining the reasoning and problem-solving skills vital to success in an environment characterized by ambiguity and uncertainty. The critical thinking lessons appear early in the curriculum to provide the elements and standards of reasoning that students use throughout the academic year.

The leader assessment and development lessons lay the foundation for students' continued education and development as organizational-level leaders. With the aid of self-assessment instruments and coaching, students become more self-aware and complete an individual development plan to carry them through the year and possibly through their careers.

The media lessons lay the foundation for dealing with all forms of media in planning and executing complex military operations within the contemporary operational environment.
The Foundations Theme concludes with lessons in Operational Law, Civil-Military Relations, and Writing to Persuade.

The Foundation lessons are:

- C111 - The Operational Environment
- C112 - The International Security Environment
- C121 - Introduction to Critical Thinking & Problem Solving
- C122 - Creative Thinking, Logic, and Decision-Making
- C123 - Assessment
- C131 - Leader Development
- C132- Self Development
- C133 - Self Awareness
- C134 - Student Coaching and Feedback
- C141 - Introduction to Media
- C142 - Media Practicum
- C151 - Operational Law
- C161 - Military Professionalism & Civil-Military Relations
- C162 - Civil-Military Relations in the current Operational Environment
- C171 - Writing to Persuade

C200 - Strategic Environment Theme

The C200 Strategic Environment theme of the CGSOC Common Core Course consists of 10 lessons totaling 34 hours. Strategic Studies is part of the CGSOC Common Core foundation for Joint Professional Military Education (JPME). The Strategic Environment portion of the Common Core Course addresses all learning areas prescribed by the Chairman of the Joint Chiefs of Staff for service intermediate level colleges and it supports the goals and purposes of the CGSOC.

The Strategic Environment lessons introduce the students to the joint, multinational and interagency environment and the doctrinal and theoretical concepts required for perceiving, understanding, and analyzing strategic military challenges. Instruction contributes to an appreciation of the organizations, processes, and products that define the use of the military instrument of national power within the overall context of national policy and security strategy.

The Strategic Environment lessons are:

- C200 - Strategic Concepts
- C201 - National Security Organization/Process
- C202 - National Strategies
- C203 - DoD Organizations and Processes
- C204 - DoD Strategies
- C205 - Suez Case Study
- C206 - Regional Strategic Concept
- C207 - Strategic Communications
- C210 - Strategic Logistics
- C211 - Culture and Military Operations

C300 – JIIM Capabilities

The C300 Joint, Interagency, Intergovernmental and Multinational (JIIM) Capabilities theme of the CGSOC Common Core Course consists of 26 hours, with 8 lessons, that focus on strategic and operational joint military force capabilities, strategic and operational interagency, and multinational, and Considerations (lessons C301 through C308). The lessons in the JIIM Capabilities theme help CGSOC students comprehend and use Joint Force capabilities and limitations, strategic and operational level interagency capabilities and considerations, strategic and operational level multinational capabilities and considerations in today's operational environment. The JIIM Capabilities theme addresses and/or supports portions of Joint Professional Military Education (JPME) Learning Area 1 – *National Military Capabilities, Command Structure, and Strategic Guidance*; JPME Learning Area 2 – *Joint Doctrine and Concepts*; JPME Learning Area 3 – *Joint and Multinational Forces at the Operational Level of War*; and Learning Area 4 – *Joint Planning and Execution Processes*.

The JIIM Capabilities lessons are:

- C301 - Interagency Capabilities & Considerations
- C302 - USAF Capabilities
- C303 - US Space Capabilities

- C304 - US Army Capabilities
- C305 - US Marines Capabilities
- C306 - US Navy and Coast Guard Capabilities
- C307 - US SOF Capabilities
- C308 - Multinational Capabilities & Considerations

C400 – Doctrine

The C400 Doctrine theme of the CGSOC Common Core Course consists of 15 lessons totaling 54 hours. The primary doctrinal references for this block are JP 3-0, *Joint Operations*, FM 3-0, *Operations*, and *FM 7-0, Training for Full Spectrum Operations*. The students begin this block of instruction by examining the fundamentals of joint operations with an emphasis on operational art and operational design. The students will then explore the range and types of military operations. With this foundation of joint and service doctrine the students will analyze the fundamental principles of contemporary Army operations; analyze the impact of enemy forces, explore modular force logistic concepts, study the commander's role in battle command; and, scrutinize tactical concepts of full spectrum operations. The final lesson calls on students to apply the most important elements of operational design to the World War II Campaign of Guadalcanal. C400 Doctrine addresses and/or supports portions of all five of the JPME Phase I - Service Intermediate-Level (ILC) Joint Learning Areas and Objectives.

The Doctrine lessons are:

- C401 - Introduction and Fundamentals of Joint Operations
- C402 - Operational Design and Operational Art
- C403 – Design
- C404 - Contingencies, FID and COIN
- C405 - Range of Military Operations Practicalication
- C406 - Guadalcanal Case Study
- C411 - Understand the Environment (was The Enemy)
- C412 - Full Spectrum Operations
- C413 - Battle Command
- C414 - Tactical Logistics
- C421 - Fundamentals of the Offense
- C422 - Fundamentals of Stability Operations
- C423 - Fundamentals of the Defense
- C424 - Fundamentals of Civil Support Operations

C500 – Joint Functions

The C500 Joint Functions theme of the CGSOC Common Core Course consists of 17 hours, with five lessons, that focus on the Joint Functions of Command and Control, Intelligence, Fires, Movement and Maneuver, Protection, Sustainment, and Information Operations Across the Joint Functions from Chapter III, JP 3-0 Joint Operations (lessons C501 through C505). During these lessons students examine the tasks involved with each of the Joint Functions both as described in JP 3-0 *Joint Operations* and

Chairman of the Joint Chiefs of Staff Manual (CJCSM) 3500.04D Universal Joint Task List (UJTL). In small groups and in the context of the Caucasus scenario, students identify and justify the three most critical UJTL operational tasks for their assigned Joint Function. The Joint Functions theme addresses and/or supports portions of JPME Learning Area 1 - *National Military Capabilities, Command Structure, and Strategic Guidance*; JPME Learning Area 2 – *Joint Doctrine and Concepts*; JPME Learning Area 3 – *Joint and Multinational Forces at the Operational Level of War*; Learning Area 4 – *Joint Planning and Execution Processes;* and Learning Area 5 – *Information Operations, Command and Control (C2) and Battlespace Awareness*.

The Joint Functions lessons are:

- C501 - Command and Control & Intelligence
- C502 - Fires and IO Across the Joint Functions
- C503 - Movement, Maneuver, & Sustainment
- C504 - Protection
- C505 - Joint Functions PE

C600 – Planning

The C600 Planning theme of the CGSOC Common Core Course consists of five lessons totaling 62 hours. These lessons focus on the practical application of military decision making using the tools of the Joint Operation Planning Process (JOPP) and the Army's Military Decision Making Process (MDMP). The primary doctrinal references for this block are JP 5-0, *Joint Operation Planning* and FM 5-0, *Army Planning and Orders Production*. C600 begins with students exploring both JOPP and MDMP with a focus on identifying and understanding the similarities and differences between the two. They are then coached through both the JOPP and MDMP to finalize their understanding of the two processes using an Indonesian scenario where the Army is a supporting service to a Navy led joint operation. The students then spend nine day applying these new skills as well as everything they have learned throughout the CGSOC Common Core as they conduct operational and tactical planning using the Caucasus scenarios where the Army is the supported service. The practical application of C600 Planning addresses and/or supports portions of all five of the JPME Phase I - Service Intermediate-Level (ILC) Joint Learning Areas and Objectives.

The Planning lessons are:

- C601 - Introduction to Military Planning (Indonesia)
- C602 - JOPP Planning Application (GAAT)
- C603 - MDMP Planning Application (GAAT)

F100 - Force Management: Managing Army Change.

The F100 Managing Army Change parallel block of the CGSOC Common Core Course consists of 8 lessons totaling 18 hours. This instruction develops officers who are better prepared to lead, effect, implement, articulate, and manage change in the Army. Officers are introduced to what force

management is and then familiarized with their role in using existing and projected force management systems to lead and manage Army transformation. The lessons introduce officers to key force management agencies, processes, and concepts of change management used to provide the capability that commanders at all levels need to perform their missions. The block builds an understanding of the strategic, operational, and tactical "people, products, processes, and issues" involved in seven major areas of organizational transformation: how requirements are generated; how solutions for these requirements are generated; how these solutions are prioritized; how equipment solutions are generated; how resources are allocated for these solutions; how relevant and ready forces are generated; and how these changes are implemented in the field and sustained.

The Force Management lessons are:

- F101 - Strategic Change
- F102 - Developing Army Organizational Capability
- F103 - PPBE and TAA
- *F104 - Materiel Development and FCS Case Study (Group Exercise)
- F105 - Organizations and FMSweb (Group Exercise)
- F106 - Military Contracting
- F107 - ARFORGEN (Group Exercise)
- F108 - Force Management Seminar

H100 - History: Rise of the Western Way of War.

The H100 Rise of the Western Way of War parallel block of the CGSOC Common Core Course consists of 12 lessons totaling 24 hours.
This block provides students with a broad perspective on the interplay between war and Western society and the nature of revolutionary military change. Through that perspective, students gain insights into the challenges and opportunities the US military faces today.

The block focuses upon four "Military Revolutions" that have profoundly recast Western warfare since 1600: the rise of the nation-state; the emergence of mass politics; the Industrial Revolution; and the emergence of new combined arms warfare in World War I. H100 also introduces the students to military theory through the writings of Jomini and Clausewitz. Finally, there is a "Past as Prologue" lesson in which students reflect upon the lasting impact of "Military Revolutions" and military theory for today's world.

The History lessons are:

- H101 - War, Society, and the Structure of Military Revolutions
- H102 - The State and the Dawn of Modern War
- H103 - Fredrick the Great and Limited War in the 18th Century
- H104 - Armies of the People and the Birth of Modern Operational Art
- H105 - Perils of Imperial Overextension-Decline of Napoleon
- H106 - Explaining the Revolution: Clausewitz

- H107 - Explaining the Revolution: Jomini
- H108 - War for the Union: A People's Contest in the Industrial Age
- H109 - The Brain of a Modern Army
- H110 - World War I: Train Wreck of Revolutions
- H111 - World War I: Birth of Combined Arms Warfare
- H112 - Past as Prologue: War in the Modern World

L100 - Leadership: Developing Organizations and Leaders.

The L100 Developing Organizations and Leaders parallel block of the CGSOC Common Core Course consists of 12 lessons totaling 26 hours. The L100 block focuses on the challenges field grade officers face as they develop and lead organizations within the 21st Century. Using military and civilian case studies, students critically analyze contemporary as well as timeless issues and paradigms of organizational leadership in full spectrum operations. How do I distinguish success from failure as an organizational leader? Should I change a successful organization? Is unethical behavior inevitable when my organization deploys? Why negotiate when I can use my authority, force, or the threat of force to achieve unit aims? Can an organization succeed without a vision? Am I learning the right lessons from my experiences as a leader? As students wrestle with these type questions and share experiences in class, they expand their context of leadership and what it means to influence the development of organizations and leaders as a field grade officer.

The Leadership lessons are:

- L101 - Developing Organizations and Leaders
- L102 - Organizational Development
- L103 - Leading Organizations in Change
- L104 - Organizational Culture and Climate
- L105 - Developing Ethical Organizations
- L106 - Organizational Stress
- L107 - Building Organizational Teams
- L108 - Developing Learning Organization
- L109 - Influencing Organizations through Envisioning
- L110 - Influencing Organizations through Negotiations
- L111 - Influencing Organizations through Negotiations: Role Play
- L112 - Organizational Leadership Philosophy

Elective Program

General

The Elective Program provides students the opportunity to enhance both personal and professional growth while conducting advanced studies which may be related to the Core and/or AOC curriculum. The program is designed to support long-term professional development of the student. The program is also designed to broaden the student's professional needs. The Elective Program consists of several components including: Additional Skill Identifier (ASI) producing courses, Masters of Military Arts and Science graduate degree programs, and unrestricted elective courses.

The college requires each student to complete a minimum of 192 hours (8 electives) of elective credits to satisfy graduation requirements. All students must take 24 of those hours as a regional based course.

The academic year is divided into four sections:

- Common Core (A211 is taught during this time frame).
- Advanced Operations Course (AOC)
- Electives (Term 1)
- Electives (Term 2)

A detailed MOI is published during the Common Core outlining detailed Elective Program requirements and administrative procedures. This section provides an overview of the program and is located on both the Faculty and Student SharePoint sites in the administrative document library. It is subject to change.

The MOD

A MOD is a block of time in which an elective is taught (usually in 2 hour blocks). All electives are taught in one of six MODs. MOD 1 and 2 will usually start meeting on Monday and will meet every other work day until the end of the term. MODs 3 and 4 will usually start meeting on Tuesday and will meet every other work day until the end of the term. MODs 5 and 6 will usually meet on Tuesday and Thursday. Due to facility and time constraint you must refer to the schedule published by the CGSS curriculum scheduler which will be posted on the web for exact days and time for specific MODS.

The MOD (M) layout is shown below:

TIME	MOD	MOD	
0830-1020	M1	M3	Meets every other day
1030-1220	M2	M4	Meets every other day

1330-1520		M5 GDP	Meets Tuesday and Thursday
1530-1720		M6	Meets Tuesday and Thursday

Course Offerings

Each elective course normally meets for 12 regularly scheduled sessions, in a specified MOD, and counts as 24 contact hours (1.5 semester credit hours in standard university terminology). Changes may occur in course offerings due to availability of instructors, over and/or under subscription (students required to take the course and no seats being left over), or drop/add impact.

Elective Program Schedule Development

Students develop their individual Elective Program schedule in coordination with their Staff Group Advisors (SGAs). The basis for each student's Elective Program schedule begins with requirements for graduation. Electives are designed to broaden officers' knowledge and to give them the opportunity to study subjects related to their career fields in greater depth.

International Military students are required to take A660, American Civil War for International Officers.

Focused Programs

A focused program is a specialized program of concentrated study in a specific subject area which leads to the awarding of an additional skill identifier (ASI). Seven separate focused programs are offered, each requiring 72 to 96 hours of study. Students desiring to complete training in a focused program must gain permission of the appropriate department proponent.

Audit

Students may audit elective courses on a space-available basis. Auditing does not constitute an overload because a grade is not given for audit status. The student must coordinate directly with the instructor for permission to audit a course. Once permission is granted the student must submit a CGSC Form 3 to the Registrar's office in order to be registered for the course in an audit status. Students wishing to drop a course they have taken in an audit status must follow the same procedure they would follow for any course to be dropped. Instructors may not switch the student to credit status after the second meeting of the course. No instructor may allow a student to audit a course which has already reached MAX CAP.

Family Members

After students, military personnel, and DoD civilians are registered for their elective courses, family members over 18 years of age may apply to audit elective courses on a space-available basis, with the exception of classified courses. Grades, transcripts, or other documentation will not be provided for family members. Family members will coordinate directly with the applicable instructor to audit courses.

Language Program

a. Students have the opportunity to study language by choice, or may be directed to language studies based on projected post-graduation assignments.

b. Students who receive a post graduation assignment to Iraq or Afghanistan will be directed to take an instructor-facilitated study of Arabic (Iraqi dialect) and/or Dari and will be conducted by instructors from the Defense Language Institute Foreign Language Center. These language courses are mandatory for Army officers assigned to units likely to be serving in Iraq or Afghanistan within 12 months of graduation from CGSC. Based on requests for orders (RFOs) and/or communications with branch assignments officers, students and SGAs will determine whether either Dari or Iraqi should be required. Enrollment is open to all other US officers on a space available basis. These language courses consist of 48 hours of classroom instruction and students receive credit for two electives.

c. Students have the option of enrolling in strategic languages, Chinese, French, Modern Standard Arabic, and Spanish (A767, A770).

NOTE: Please note that students enrolled in one of the strategic language courses cannot receive credit for a corresponding Rosetta Stone self-directed language course.

d. There are also elective courses available for self-directed study of the language of choice, using Rosetta Stone via AKO. Students can receive a maximum of one elective credit for self-directed language study (A765, A766).

Specialized Tracks

During in-processing each student is assigned a track based on their Basic Branch. Tracks are designed to broaden an officer's knowledge and provide an opportunity to study subjects in greater depth.

Officers are allowed to request a change of track if it can be justified based on professional need. Changes require the approval of their Staff Group Advisor, the gaining and losing track proponent, and the concurrence of the Director CGSS.

Sister service students must obtain approval of the director of their service element. International students must obtain approval of the Chief, IMS Student Division.

AOC Branch Officers

This track is comprised of every student not enrolled in either the Special Operations Forces (SOF) Track. Students in the AOC OPCF Track are required to complete a minimum of 192 hours of elective courses. These hours must include one Regional course (24 hours) and 168 hours of additional elective courses of their choice to satisfy graduation requirements. For specific requirements, see page 1 of Encl 4 to the MOI.

Approval for enrolling in other than AOC programs will be published in a separate policy letter.

Special Operations Forces (SOF)(Track 2)

SOF Studies Program Track

a. All US Army Special Forces (SF) branch officers, US Army Psychological Operations (PO) branch officers, and US Army Civil Affairs (CA) branch officers will be enrolled in the Special Operations Forces (SOF) Studies Program (Track 2). Special Operations Aviation Regiment officers and US Army officers with a follow on assignment to the 75th Ranger Regiment should apply for enrollment in the SOF Studies. Program approval must be granted by their CGSOC directorate/proponent. Air Force Special Operations Forces and Navy Special Operations Forces are encouraged to enroll with approval from their service component. Other officers with a follow-on SOF assignment and no previous SOF experience are encouraged to enroll in the SOF track with the approval of their directorate or service element. The Director, SOF Education Element, will approve these requests.

b. For specific requirements see page 3 of Encl 4 to the MOI.

Tracks 3 and 4 are not used at this time

Homeland Security Studies (Track 5)

This track is limited to US Students. The Track offers students the opportunity to develop expertise in the area of Homeland Security. This program does not currently offer an Additional Skill Identifier (ASI) but it does offer students the opportunity to gain subject matter expertise in the area of Homeland Security that will serve them in future assignments within NORTHCOM, ARNORTH, the National Guard, or Army Reserve.

For accountability purposes, students must indicate their intent to pursue the Homeland Security Studies (HSS) Track and electronically apply through the Homeland Security Studies Program SharePoint webpage accessible through Student SharePoint. At any time during the elective period, students may drop out of the HSS AOC program by withdrawing through the Homeland Security Studies Program SharePoint webpage.

Students may take homeland security courses without applying for the Track. If more students apply for courses than there is capacity to teach them, those enrolled in the track will have priority.

For specific requirements see page 5 of Encl 4 to the MOI.

Additional Skill Identifier (ASI)

Students have the opportunity to complete training in a specialized program of concentrated study leading to the awarding of an ASI. Offered ASIs follows:

Joint Planner - 3H
Military History - 5X
Strategist - 6Z

Space Activities - 3Y
Air Operations Officer - 5U
Red Team Member - 7J
Red Team Leader - 7G

Joint Planner (3H)

Description: The ASI 3H, Joint Planner, identifies positions requiring personnel qualified in the Joint Operation Planning and Execution System (JOPES) and supporting information technologies. US Army officers can earn the ASI 3H by completing resident CGSOC and the Joint Planner Program. Officers from other services who complete resident CGSOC and the Joint Planner Program will receive memoranda stating that they have achieved Joint Planner status – a US Army ASI. Traditionally, all officers earning the ASI 3H have had that accomplishment noted in their Academic Efficiency Reports or Service Fitness Reports.

The Joint Planner Program is open to US students who attend resident CGSOC at Fort Leavenworth. A SECRET clearance is required. The Director of the Joint Planner Program determines enrollment.

For specific requirements see page 1 of Encl 5 to the MOI.

Space Activities (3Y)

Description: The 3Y program at CGSC consists of A537 Space Orientation and A543 Space Operations. A537 is a 24-hour basic course designed for the student with limited space knowledge. A537 is also the prerequisite for A543. A543 builds on the knowledge acquired during A537. It is a 48-hour course where the students receive TS/SCI instruction from guest speakers from a variety of organizations that utilize space capabilities. A543 includes a staff ride to Colorado Springs, CO. The staff ride is conducted in order to visit military organizations that perform many of the military space missions discussed in class. Students may take A537 as a stand-alone course or take both courses which will lead to the 3Y ASI.

For specific requirements see page 2 of Encl 5 to the MOI.

Strategist (6Z)

All resident officers of the Intermediate Level Education Course may apply to participate in the Strategist Program. The Army G3 is the proponent for this ASI, and therefore establishes guidance for the selection of officers to participate in it. Such officers should be “uniquely qualified by aptitude, experience, and education in strategy formulation and articulation”. The application for the program serves to identify applicants that meet the Army G3 criteria. Each applicant’s DJIMO instructor must provide a recommendation in writing as part of the application. Career Field 59 students are required to enroll in this program.

Completion of the strategist program will be annotated on officer's Academic Efficiency Report or Service Fitness Report. The 6Z program manager will submit the names of U.S. Army officers to the proponent (Army G3) for awarding of the 6Z ASI. The program manager will submit the names of Navy officers for awarding the 2000P designator, provided they meet additional service specific requirements. For USAF officer the program manager will submit a letter announcing program completion to Deputy Undersecretary of the Air Force for International Affairs. For International officers the program manager will submit a letter to Director Security Assistance Training Activity – TRADOC with an attached letter to the officer's home country senior command.

For specific requirements see page 2 of Encl 5 to the MOI.

Historian (5X)

Description: Historian (ASI 5X) designates to the Army personnel system those Officers who have unique skills and who are qualified to serve in positions as Army Historians, Instructors, and History Detachment members. The program is open to all CGSC students who possess an advanced degree in history or who are pursuing the MMAS- History. Please note, those students who pursue the MMAS-History, are registered in and required to complete the 5X program. Upon completion, the Director, Combat Studies Institute (CSI) certifies to the Center of Military History that Soldiers who complete this program of study are qualified for the designation of ASI 5X. The requirements to receive the Director, CSI certification are a graduate degree in History and completion of A625, Field Historian Course. Students who possess a graduate degree in an equivalent or related field may apply to the Director, CSI, for a degree waiver. Officers of sister Services and International officers will receive certification letters with a copy provided to their respective controlling element in the Command and General Staff College.

For specific requirements see page 3 of Encl 5 to the MOI.

Air Operations Officer (5U)

Air Operations Officer--Skill 5U, distinguishes officers qualified as air operations officers. The requirements for this skill are successful completion of either one of the following:

The Joint Firepower Course (JFC) at the Joint Air Ground Operations Group (JAGOG), Nellis AFB; or

The CGSOC curriculum, **and** completing the A866 Joint Firepower Course elective. A minimum of eight (8) students per section are needed due to the limited availability of qualified instructors, classroom space, and the need to create an optimal student experience mix to enhance practical exercises and classroom discussion.

Completion of the following requirements will result in certification for the award of the 5U ASI.

For specific requirements see page 4 of Encl 5 to the MOI.

Red Teaming (7J or 7G)

Description: Red Teaming is defined as a function executed by trained, educated, and practiced team members that provides commanders an independent capability to fully explore alternatives in plans, operations, concepts, organizations, and capabilities in the context of the operational environment and from the perspectives of our partners, adversaries, and others. Graduates will enhance mission accomplishment by looking at problems from the perspective of the adversary, multinational partners, and others through the lens of alternative strategies. Effective Red Teams help ensure units avoid group think, tunnel vision, and mirror imaging, while providing critical insights to enable better decisions during planning and operations.

For specific requirements see page 5 of Encl 5 to the MOI.

Other Programs

Graduate Degree Program

See Graduate Degree Program section.

Research Projects

Student research projects are facilitated by designated elective courses in each teaching department or designated staff office and are normally scheduled as 0 MODs within that department course listing (e.g., GDP, A201; LID, A799; etc.). The student and applicable department will coordinate all requirements prior to registration. The department project sponsor will give the student written acknowledgment consisting of the sponsor's name, department, and subject of research. The student must provide the course author/project sponsor with a written plan and title for the research project. Each research project is expected to take 60 to 100 hours of in-depth research for each 24 credit hours awarded. All 0 MODs are treated as instructor permission courses and no student can add or drop a 0 MOD without the permission from the individual listed as the course author. That is the only name which the Registrar's Office will accept as official for add/drop purposes. No project can have the hours changed once it has started (for example if a student enrolls for a research course for 24 hours it cannot be changed to 48 hours at a later date). Research requiring a survey (printed, e-mail, telephonic, or personal/group interviews) must be approved by the CGSC Quality Assurance Office.

All Independent research projects are approved at the Department Director level.

Advanced Military Studies Program (AMSP)

Once students are selected for SAMS and their names are submitted to the Registrar, they will be required to enroll in A699, The Evolution of Military Though, and an elective to be named that will include A360, Collaborative Planning (CAPES), and A364, Maneuver Control System-Work Station (MCS). SAMS selected students may then drop a course from their elective course load, if they desire to. SAMS selectees will not be automatically enrolled in these courses as they must select the MOD they wish to attend. Sister-service students are not required to take the new course.

Advanced Operations Course (AOC)

The CGSOC Advanced Operations Course (AOC) prepares its graduates to serve as staff members and commanders with the ability to build and lead operational and tactical formations in Full Spectrum Operations in a JIIM environment.

AOC is the CGSOC branch credentialing course for all operations career field Army majors. Non-operations career field officers must complete the required career field training and specialized education or qualifying course for their functional area. CGSOC credentialing qualifies officers to pursue branch qualifying assignments as field grade officers at the rank of Major.

AOC is going through a major redesign for AY 09-10 and the course design will be presented to the Deputy Commandant for approval in late June 2009. Therefore, the information presented here is in **DRAFT** form and will likely go through several revisions before being finalized.

The AOC redesign purpose is:

- To ensure we support emerging Army and Joint doctrine
- To prepare students for operations in the current operational environment
- To nest curriculum with recent guidance on leader development
- To enhance predictability for faculty and students
- To increase student and faculty preparation and reflection time by limiting contact time to four hours per day
- To enhance the JIIM environment and instruction throughout the curriculum by integrating Sister Service, International, and Inter-Agency students in all instruction and exercises by ensuring course content is educational and relevant for all students, regardless of service, agency, or nationality
- To enhance student understanding of Generating Force support to the Operating Force from synchronization of ARFORGEN to the generation and sustainment of in-theater forces.

The AOC curriculum has three primary blocks of instruction consisting of:

- O100 - Campaign Planning;

- O200 - Force Generation; and
- O300 – Full Spectrum Operations.

Those primary blocks of instruction are supported by the Guest Speaker Program and three parallel blocks of instruction consisting of:

- H200 - Military Innovation in Peace and War;
- H300 - Roots of Today's Operational Environment;
- L200 - Leadership Applied; and B000 Battle Command Technologies.

The AOC concludes with a 10 week electives program implemented in two five week sessions as depicted in figure 2 below. Each student is required to complete a minimum of 192 hours (eight electives) to satisfy graduation requirements. A SOF Studies program and sister service program within AOC are also being considered for implementation during AY 09-10.

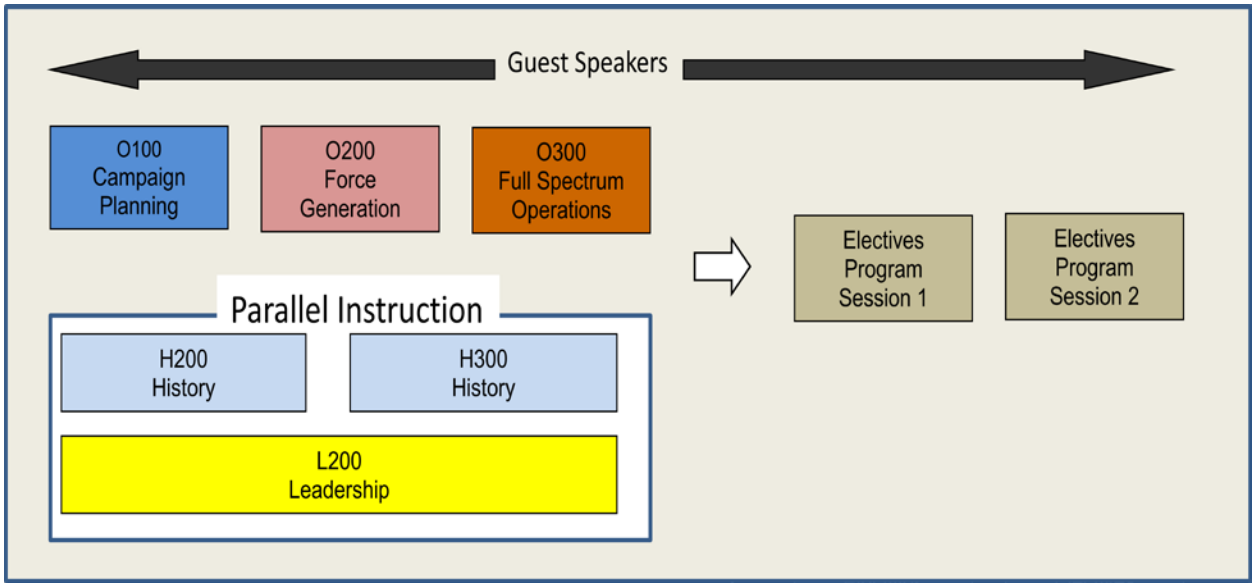

Figure 2. Advanced Operations Course (AOC)

O100 - Campaign Planning

The O100 - Campaign Planning block of AOC consists of 9 lessons totaling 66 hours which includes a 4 day end of block exercise. The learning objectives for this block are: produce a campaign concept; analyze the considerations for deploying, employing and sustaining forces at the operational level of war; and, analyze the impact of culture and geography within diverse regional environments. The Campaign Planning lessons are:

- Intro
- Okinawa Case Study
- JFACC
- SOF support to the CFLCC
- Mission Analysis
- Campaign Development (Joint Functions)
- Design the sustainment Brigade
- Campaign Development
- Campaign Development Exercise (Phase IV and V)

O200 - Force Generation

The O200 - Force Generation block of AOC consists of 9 lessons totaling 34 hours. The learning objective for this block is: apply the force generation process to generate and sustain ready forces. The Force Generation lessons are:

- Brigade capability briefs
- COCOM->DoD->Jstaff->JFCOM;RFF, TPFDL
- Resourcing: services; Synchronization
- ARFORGEN
- Gen Force Support to Theater; ASCC/ADCON
- Brigade training
- Deployment; Strategic + Brigade
- JRSOI
- Contracting, MAWS, WHNS other

O300 – Full Spectrum Operations

The O300 – Full Spectrum Operations block of AOC consists of 11 lessons totaling 148 hours which includes two - 7 days exercises. The first exercise is a division level exercise conducted in the middle of the block followed by a brigade level exercise at the conclusion of the block. The learning objective for this block is: evaluate the employment of Army tactical forces in full spectrum operations. The Full Spectrum Operations lessons are:

- Division Battle Command

- Tactical Sustainment
- Air Support to FSO
- Evaluate Div OPLAN
- Phase III Exercise
- Stability Case
- BCT C2
- Security Force Assistance
- Support to PRTs
- Phase IV Planning
- Phase IV Exercise

H200 - Military Innovation in Peace and War

The H200 - Military Innovation in Peace and War block of AOC consists of 10 lessons totaling 20 hours. The learning objectives for this block are: use historical context to inform military judgment; and, explain the major factors that shaped military innovation and institutional adaptation in peace and war. The Military Innovation in Peace and War lessons are:

- How Do Militaries Change?
- Interwar Mechanization
- Interwar Airpower Theory
- Carrier Airpower Between the Wars
- USMC Between the Wars
- Blitzkrieg, 1939-40
- The Soviet-German Conflict
- Midway/Battle of the Atlantic
- Bloody Lessons of Island Hopping
- Combined Bomber Offensive

H300 - Roots of Today's Operational Environment

The H300 - Roots of Today's Operational Environment block of AOC consists of 8 lessons totaling 16 hours. The learning objectives for this block are: use historical context to inform military judgment; and, explain the historical trends that have shaped today's operational environment. The Roots of Today's Operational Environment lessons are:

- People's Revolutionary War: America
- People's Revolutionary War: Mao
- Nuclear and Limited War
- Vietnam I: Insurgency
- Vietnam II: Vietnamization
- Transition in Post-Vietnam Era
- Non-Western Way of War

- Past as Prologue

L200 - Leadership Applied

The L200 - Leadership Applied block of AOC consists of 10 lessons totaling 22 hours. The learning objective for this block is: integrate your organizational level leadership perspective from a commander's purview The Leadership Applied lessons are:

- Battle Command in Major Combat Operations
- Battle Command in Irregular Warfare
- Battle Command and Developing Leaders
- Battle Command and Decision Making
- Battle Command and Assessing
- Battle Command and Ethics in War
- Battle Command in a Multi-Cultural Environment
- Battle Command and Moral Courage
- Battle Command and Communications
- Battle Command Applied

B000 Battle Command Technologies

The B000 Battle Command Technologies block of AOC consists of 2 lessons totaling 6 hours. This instruction is a lab scheduled during the common core for 3 to 8 staff groups at a time. The learning objective for this lab is: enable students to employ battle command technologies in planning and executing military operations. The Battle Command Technologies lessons are:

- ABCS Overview and Command Post of the Future
- Global Command Control System (GCCS) Intro and JOPES Planning

ELECTIVES PROGRAM

The Electives Program provides students the opportunity to enhance personal and professional growth through advanced applications. The program supports long-term professional development and is not merely focused on immediate follow-on duty requirements. The program is also designed to broaden the student's professional needs and not designed to be remedial in nature.

Each student must complete a minimum of eight elective courses (192 hours) to satisfy graduation requirements. The program consists of several components, including specialized tracks, focused programs, and electives.

A detailed MOI is published during the Common Core Course outlining elective requirements and administrative procedures.

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Curtis State Office Building
1000 SW Jackson, Suite 210
Topeka, Kansas 66612-1274

Kansas Immunization Program
Phone: 785-296-5591
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www.kdheks.gov

Susan Mosier, MD, Acting Secretary

Department of Health & Environment

Sam Brownback, Governor

KANSAS SCHOOL IMMUNIZATION REQUIREMENT (K-12th)
2015-2016 SCHOOL YEAR

Immunization requirements and recommendations are based on the Advisory Committee on Immunization Practices (ACIP) recommendations and the consensus of the Governor's Child Health Advisory Committee Immunization Workgroup.

K.A.R. 28-1-20 defines immunizations required for any individual who attends school or early childhood programs operated by a school. http://www.kdheks.gov/immunize/download/KS_Imm_Regs_for_School_and_Childcare.pdf

- **Diphtheria, Tetanus, Pertussis (DTaP):** Five doses required. Four doses are acceptable if dose 4 is given on or after the 4th birthday. A single dose of **Tdap** is required at Grades 7-12 if no previous history of Tdap vaccination regardless of interval since the last Td.

- **Poliomyelitis (IPV/OPV):** Four doses required. Three doses are acceptable. One dose required after age 4 regardless of the number of previous doses, with a 6 month minimum interval from the previous dose.

- **Measles, Mumps, Rubella:** two doses required.

- **Hepatitis B:** three doses required grades K-12.

- **Varicella (chickenpox):** two doses required for grades K-12 or history of varicella disease documented by physician.

Detailed school immunization requirements by age group are listed on the 02/2015 version of the Kansas Certificate of Immunization (KCI). http://www.kdheks.gov/immunize/download/KCI_Form.pdf

In addition, to the immunizations required for school entry listed above, the 2015 ACIP recommendations include the following vaccinations for adolescents to protect them from three other preventable diseases:

- ***Meningococcal* (MCV4):** one dose *recommended* at 11 years with a booster dose at 16 years of age; not required for school entry.

- ***Human Papillomavirus* (HPV):** three doses *recommended* at 11 years of age; not required for school entry.

- ***Influenza*:** yearly vaccination *recommended* for all ages $\geq$ 6 months of age; not required for school entry.

The Recommended ACIP with minimum intervals can be found at:
http://www.cdc.gov/vaccines/schedules/downloads/child/0-18yrs-child-combined-schedule.pdf
The minimum age and interval must be met for any vaccine dose to be considered valid.

Efforts by school and public health officials, immunization providers and parents have been central to the success of reducing vaccine preventable diseases and protecting Kansas students and families. Thank you for your dedication.

Bureau of Disease Control and Prevention
Curtis State Office Building
1000 SW Jackson, Suite 210
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Kansas Immunization Program
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Susan Mosier, MD, Acting Secretary

Department of Health & Environment

Sam Brownback, Governor

IMMUNIZATION REQUIREMENTS
FOR LICENSED CHILD CARE FACILITIES
AND EARLY CHILDHOOD PROGRAMS OPERATED BY SCHOOLS
2015-16 School Year

Immunization requirements and recommendations for the 2015-2016 school year are based on the Advisory Committee on Immunization Practices (ACIP) recommendations. The current immunization schedules, including catch up schedules, may be found at: http://www.cdc.gov/vaccines/schedules/hcp/child-adolescent.html .

K.A.R. 28-1-20 defines immunizations required for children attending child care facilities licensed by KDHE or early childhood programs operated by schools. The complete regulation is available at http://www.kdheks.gov/immunize/download/KS_Imm_Regs_for_School_and_Childcare.pdf.

- **Diphtheria, Tetanus, Pertussis (DTaP):** five doses required. Doses given at 2 months, 4 months, 6 months, 15-18 months (4th dose may be given at 12 months provided at least 6 months after dose 3) and 5 years of age. Four doses are acceptable if dose 4 given on or after the 4th birthday and 6 month after 3rd dose.
- **Poliomyelitis (IPV/OPV):** Four doses required. Three are doses acceptable. One dose required after age 4 regardless of the number of previous doses, with a 6 month minimum interval from the previous dose.
- **Measles, Mumps, Rubella:** A dose given between 12-15 months and one dose prior to Kindergarten entry. Interval may be as short as 28 days between doses during an outbreak situation of any of the three diseases.
- **Hepatitis B:** three doses required. Doses given at birth, 2 months, and 6-18 months of age.
- **Varicella (chickenpox):** One dose between 12-15 months and one dose prior to Kindergarten unless history of varicella disease documented by a licensed physician. Interval may be as short as 28 days between doses during an outbreak situation.
- **Haemophilus influenzae type b (Hib):** four doses required for children less than 5 years of age. Doses given at 2 months, 4 months, 6 months and 12-15 months of age. Total doses needed for series completion is dependent on the type of vaccine and the age of the child when doses given.
- **Pneumococcal conjugate (PCV):** four doses required for children less than 5 years of age. Doses given at 2 months, 4 months, 6 months, and 12-15 months of age. Total doses needed dependent on the age of the child when doses given.
- **Hepatitis A:** two doses required for children less than 5 years of age. The first dose is given at 12 to 18 months of age, with a 6 month interval between the first and second doses.

In addition, to the immunizations required for children attending child care facilities licensed by KDHE and early childhood programs operated by schools, the 2015 ACIP recommendations include the following additional immunizations:

- ***Rotavirus:*** three doses *recommended* for < 8 months of age; not required.
- ***Influenza*:** yearly vaccination *recommended* for all ages ≥ 6 months of age; not required.

Minimum age and interval must be met for any vaccine dose to be considered valid.

Efforts by school and public health officials, immunization providers and parents have been central to the success of reducing vaccine preventable diseases and protecting Kansas children and their families. Thank you for your dedication.

2015-2016 Missouri School Immunization Requirements

- All students must present documentation of up-to-date immunization status, including month, day, and year of each immunization before attending school.

- The Advisory Committee on Immunization Practices allows a 4-day grace period. Students in all grade levels may receive immunizations up to four days before the due date.

- For children beginning kindergarten during or after the 2003-04 school year, required immunizations should be administered according to the current Advisory Committee on Immunization Practices Schedule, including all spacing, (http://www.cdc.gov/vaccines/schedules/index.html).

- To remain in school, students "in progress" must have an Immunization In Progress form (Imm.P.14), which includes the appointment date for needed immunizations, on file and must receive immunizations as soon as they become due. http://www.cdc.gov/vaccines/schedules/index.html

  In progress means that a child has begun the vaccine series and has an appointment for the next dose. This appointment must be kept and an updated record provided to the school. If the appointment is not kept, the child is no longer in progress and is noncompliant. (i.e., Hep B vaccine series was started but the child is not yet eligible to receive the next dose in the series.)

- Religious (Imm.P.11A) and Medical (Imm.P.12) exemptions are allowed. The appropriate exemption card must be on file. Unimmunized children are subject to exclusion from school when outbreaks of vaccine-preventable diseases occur.

Vaccines Required for School Attendance	Doses Required by Grade												
	K	1	2	3	4	5	6	7	8	9	10	11	12
DTaP/DTP/DT[1]	4+	4+	4+	4+	4+	4+	4+	4+	4+	4+	4+	4+	4+
Tdap[2]									1	1	1	1	1
IPV (Polio)[3]	3+	3+	3+	3+	3+	3+	3+	3+	3+	3+	3+	3+	3+
MMR[4]	2	2	2	2	2	2	2	2	2	2	2	2	2
Hepatitis B	3+	3+	3+	3+	3+	3+	3+	3+	3+	3+	3+	3+	3+
Varicella[5]	2	2	2	2	2	2	1	1	1	1	1	No doses required, however vaccination is highly recommended	

1. Last dose on or after the fourth birthday and the last dose of pediatric pertussis before the seventh birthday. **Maximum needed**: six doses.

2. 8-12 Grades: Tdap, which contains pertussis vaccine, is required. **If a student received a Tdap, the student is up-to-date. Tdap is currently licensed for one dose only; an additional dose is not needed.**

3. Kindergarten-5 Grade: Last dose must be administered on or after the fourth birthday. The interval between the next-to-last and last dose should be at least six months.

   6-12 Grades: Last dose on or after the fourth birthday. If all four doses are administered appropriately and received prior to the fourth birthday, an additional dose is **not** needed. Any combination of four doses of IPV and OPV by four-six years of age constitutes a complete series. **Maximum needed**: four doses.

4. First dose must be given on or after twelve months of age.

5. First dose must be given on or after twelve months of age.

   Kindergarten-5 Grade: As satisfactory evidence of disease, a licensed health care provider may sign and place on file with the school a written statement documenting the month and year of previous varicella (chickenpox) disease.

   6-10 Grades: As satisfactory evidence of disease, a parent/guardian or MD or DO may sign and place on file with the school a written statement documenting the month and year of previous varicella (chickenpox) disease.