

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.

CGSS Mission Statement

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 that have not been issued to them 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).