ACADEMIC POLICY AND PROCEDURES

AMSC Honor Code

The Army Management Staff College is committed to Army values as outlined in FM 22-100, Army Leadership. Inherent in these values is integrity and ethical conduct. By pledging to support the Army Management Staff College Honor Code, you agree to uphold the standards as outlined below.

- I will not lie in my academic endeavors. Lying is the willful and knowledgeable telling of an untruth as well as any form of deceit, attempted deceit, or fraud in an oral or written statement relating to academic work.

- I will not cheat in my academic endeavors. Cheating is inappropriate possession or use of copies of papers, examinations, solutions, or any other controlled issue material. Inappropriate means the College did not intend to provide this material to students before the examination or performance of other academic work. Students who accept copies of papers, examinations, solutions, or other controlled issue from anyone except the designated faculty at the designated time and who do not call this to the attention of AMSC personnel (faculty, department chairs, and commandant) are contributing to cheating. Contributing to cheating is the same as cheating, whether for others or for oneself.

- I will not practice plagiarism. Plagiarism is the presentation of another's writing or another's ideas as one's own without appropriate citation of credit. This includes material extracted from the Internet or other electronic source. Use of other students', graduates' or author's work without appropriate citation or reference that this work belongs to another is stealing intellectual property. It is a form of cheating and lying. Using text written by another, short or long, when you know that it is not yours and not giving credit to the owner is a violation of the AMSC Honor Code.

- I will give prompt notification to my faculty advisor when I observe academic dishonesty. I have recourse to department chair, and commandant when I believe that insufficient action has been taken.

- I will model behavior that reflects the spirit of Army values. I will insist that my fellow students also model that behavior.

Attendance Policy

Academic performance is directly related to the attitude, enthusiasm, and cooperation of the student in all educational offerings and will be considered

demonstrated performance of leadership and managerial potential. It is mandatory that students attend all scheduled activities, unless properly excused. This includes attendance at all tutorial sessions recommended by seminar faculty. Unexcused absences or tardiness will not be tolerated. The student may be subject to administrative action and/or Academic Board action based on an unexcused absence or tardiness. *Students must resolve prior commitments that conflict with the College schedule before arriving.*

In addition, the SBLM Program is part of an intensive 12-week resident educational experience. Students are required to be a resident *at the school* while attending the SBLM Program. The daily academic schedule features a minimum of 8 hours of class work—additionally, work teams and study groups meet in the evenings or on the weekends. The typical study day is 12 or more hours. Typically, students band together to work on their fitness plans and participate in group exercises before or after classes. Students may eat together during work to facilitate networking. All of these activities translate to days beginning very early in the morning and ending very late in the evenings. Students who are not in residence at the school and lack permission from a Department Chair, or Commandant, AMSC, are subject to administrative action and/or Academic Board action. This includes disenrollment for failure to complete graduation requirements.

The student should always consider the classroom day to be 0730-1700, regardless of the projected schedule. The projected schedule is not necessarily the final schedule. This means that students should make themselves available during the entire period, 0730-1700. Students should not schedule absences or departures without appropriate approval.

The following guidance is provided for excusing students from class:

As a general policy, *an absence from scheduled academic instruction will not be approved except in cases of emergency.* Routine personal business (i.e., medical, dental, and eye appointments) should be scheduled during designated independent study time or other personal time, if possible.

Except in cases of emergency, students will submit a request for leave, in writing, to the Seminar President. The request must indicate the anticipated period of absence and include a justification for the request. If the period of absence covers a scheduled required evaluation or other critical periods of activity or if the anticipated period of absence is in excess of 1 hour, the request must be submitted to the Faculty Seminar Leader for approval. The Faculty Seminar Leader has the authority to approve a request for absence up to 8 hours. Any request for leave of 8 hours or more must be submitted through the Seminar President and Faculty Seminar Leader to the respective Department Chair for final approval. The Commandant approves absences

exceeding 3 days. Students disagreeing with leave approval decisions may appeal to the next higher chain authority. The chain of command for leave decisions is Faculty Seminar Leader, Department Chair, and Commandant. The AMSC Commandant's decision is final.

In the event of an emergency which may cause the student to be absent from class, the student must contact the Faculty Seminar Leader or Seminar President. If this cannot be accomplished, the student must contact the Administrative Department or other responsible College officials with information concerning the circumstances surrounding the emergency as soon as possible. If an emergency causes early departure from a required evaluation, the responsible Department Chair may authorize a re-evaluation. The same is true if an emergency causes significantly late arrival for a required evaluation. Significantly late means that the student will not have sufficient time to complete the evaluation in the remaining time allocated for the evaluation. The student is responsible for any sessions or required evaluations missed as a result of absence regardless of the circumstances involved. An automatic failing grade will be awarded for unexcused absences involving a required evaluation.

Homework and Outside Preparation

Most academic assignments require both in and out-of-class preparation. AMSC guidelines governing in and out-of-class learning requirements (homework) are designed to ensure integration and balance, optimal student use of time, and maximal learning.

The program requires extensive reading. In addition, there are long-term assignments such as papers. It is important that students "scope out" the entire workload, including all SBLM Program requirements, soon after arrival at AMSC and program their time wisely for the entire 12 weeks. Students should be aware that homework requirements may be greater on some days than others and may also be greater at the beginning of the program than at the end, reinforcing the requirement for careful planning.

Students unprepared for class discussion because they have not completed the reading or other homework significantly diminish the learning experience for all students. In our experience, consistent lack of preparation on the part of even one or two students eventually causes a downturn in the quality of seminar interaction and affects the general good tone of the class. Seminar faculty may recommend an Academic Board for consistent lack of preparation for seminar or class activities. *Satisfactory completion of homework is an integral part of the graduation requirements.*

Student Evaluation Policy

About Academic Standards and Evaluation. The SBLM Program is intellectually rigorous as a result of the intensive program of reading, oral presentation, writing, and small group interactions. The underlying program purposes are:

- Application of values-based leadership and management principles to meet organizational goals, and exhibit professional behavior consistent with the Army's culture and values.

- Application of decision-making and problem-solving skills associated with being a leader and a member of a sustaining base organization.

- Evaluation of the national security environment and its demands on the Army as a partner in joint or multi-national scenarios.

- Analysis and application of how the Army develops, generates, projects, and sustains the operational force; and

- Analysis of the operation and inter-relationships of the major DOD and DA decision support systems involved in the management of information, resources, installations, logistics, acquisition, and force management.

The program is learner-centered. Faculty will evaluate written and oral presentations required for the various segments and return them to the student with detailed comments and critiques suitable to engender improvement. *The objective of evaluations is to give the student an opportunity to demonstrate the ability to analyze, synthesize, and evaluate sustaining base issues and to demonstrate the ability to create intelligent choices among the difficult options facing decision makers throughout the Army.*

Learner-Centered Education. Students are responsible for learning and exercising creative, critical, and strategic thinking. Most adult students tend to prefer life-related and problem-centered learning, and they learn best when they can integrate new ideas with what they already know and have experienced. This is the basis for teaching much of the program in seminar and for the directive that faculty support students' efforts to learn. Faculty are responsible for facilitating the students' creative, critical, and strategic thinking. *Faculty are responsible for creating a learning environment—the opportunity to learn.* To do this, faculty will teach, coach, counsel, mentor, facilitate, and evaluate students. Students are responsible for doing the learning and meeting the standards.

Evaluation Philosophy. The term evaluation is appropriate because AMSC faculty judge the worth or quality of the student's understanding of and facility with the material. The specific evaluation medium may include a paper, oral report or briefing, or practical exercise. Selected evaluations may apply electronic media. Evaluations are not limited to these methods. The evaluation is as much a part of the learner-centered program as teaching sessions or facilitating discussions. Evaluation of students begins with the required prework and continues when students arrive at AMSC. It ends with the Academic Evaluation Report (AER) sent to home station.

Objective of Evaluation. The primary objective of the evaluation is for the student to demonstrate abilities to analyze, synthesize, and evaluate—to think and not to simply restate "knowledge," but to work through the implied linkages, relationships, and implications of a particular issue. Evaluations require students to analyze, synthesize, and evaluate sustaining base issues and craft intelligent choices among the difficult options facing decision makers throughout the Army. All assigned material is subject to evaluation, whether it is directly covered in class or not. *Based on the evidence of previous classes, students who have difficulty with the SBLM Program evaluations have not addressed the question asked, have provided a list of information where analysis was requested, or generally had difficulty expressing their thoughts in writing.*

Academic Evaluation Records, Academic Reports, and Student Portfolios

Academic Records. The seminar Faculty Advisor will maintain academic records on all students. Information necessary for accurate evaluation of student performance will become a permanent part of those files. Faculty Advisors will maintain records of all formal counseling sessions, including date, time, and a summary of events. They will return copies of papers and written evaluations to students. Students will maintain their own portfolios. These will provide information about their academic progress throughout the program. Students will include all the papers and written evaluations returned by their Faculty Advisor in their portfolios. The permanent record of successful completion will be the diploma. Any other confirmations of graduation may be requested in writing from the AMSC Registrar. Transcripts will not be issued routinely.

Student Portfolios. Students will maintain portfolios that will act as records of their academic progress throughout the SBLM program. Students will keep work samples and/or products that showcase their improvement and even mastery of skills and competencies they have obtained during the program. Faculty will provide specific required products for the students' portfolios during the first week of the program. Students will submit their portfolios for

review by their faculty advisor during the last counseling session. Students will have their student portfolios in their possession when attending counseling sessions. Supervisors are encouraged to review the portfolio of graduates.

Academic Evaluation Reports. After completion of the program, students will receive a copy of their individual Academic Evaluation Report (AER), DA Form 1059, that records their academic status and provides an evaluation of their performance.

AMSC will send the AER to the civilian student's supervisor and to the student. For military, AMSC will send the AER to the Army Personnel Command (PERSCOM), ARPERSCOM or other appropriate organization. The student's Major Army Command (MACOM) commander or other appropriate Head-of-Organization will receive a memorandum mentioning the names of students from that MACOM who graduated from SBLM for that respective class.

Faculty Advisors will write the AER and review a draft of the completed form with the student as a part of formal end-of-program counseling. The draft is subject to Department Chair, and Commandant review, and the final AER may not appear precisely as written by the faculty member.

Students disagreeing with performance statements made on the AER may appeal these to the appropriate the Commandant, who is the final authority on all such appeals.

Graduation Requirements

The SBLM Program is a pass/fail educational program[1]. To receive a diploma, students must *meet all residence and attendance requirements and pass each required evaluation with a grade of "Satisfactory."*[2] Class preparation

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[1] Department of Defense Directive 5124.7 requires educational institutions to be accredited. AMSC's programs are evaluated by the American Council on Education (ACE). To keep our review level we must ensure that standards are met by every graduating student. See the TAB on ACE CREDIT. AMSC is accredited by the Council on Occupational Education (COE). COE is a Department of Education recognized national accrediting body.

[2] Work completed at AMSC receives one of only two possible evaluation results. These evaluation results are based solely on the student's immediate work. Selected required evaluations may be evaluated using a blind process in which the faculty member evaluating the paper or other material sees only the student's work, with no knowledge of the student's identity. The possible evaluation results are pass or satisfactory and fail or unsatisfactory. *The SBLMP academic work is at the graduate level. A preponderant amount of satisfactory work means that 80% or more of the completed evaluation is satisfactory.*

Fail or Unsatisfactory. Fail means the work is unsatisfactory. In other words, the student has failed to demonstrate a basic understanding of the tenets and concepts involved in the assignment and has failed to meet a preponderance of the criteria of the general writing or presentation assessment, as appropriate.

Pass or Satisfactory. Pass means the work is satisfactory. In other words, the student has demonstrated a basic understanding of the tenets and concepts involved in the assignment and has met a preponderance of the criteria of the general writing or presentation assessment, as appropriate.

and homework preparation are part of the graduation requirements. AMSC publishes no order of merit lists.

To measure satisfactory performance, the SBLM Program uses an overall assessment plan that includes both assessments and evaluations.

Assessments measure the student's abilities in skills such as writing, speaking, analysis and decision making. Assessment may also include instruments to measure personality and learning preferences. In short, assessments include any instruments that ultimately help the faculty create a better learning opportunity for the students. Assessments are not given a grade, but students do receive feedback. Evaluations test to what extent the student can understand and apply the concepts and content covered throughout the curriculum. Evaluations demonstrate to student, faculty, and management the cumulative progress of the student through the program, provide an on-call academic status report, and in the long run, provide a means by which external reviewers of the AMSC can assess to what degree students met AMSC-established standards.

Students will track their own progress by means of a Learning Self-Assessment and keep copies of salient assessment and evaluation results in their Student Portfolio.

At the beginning of each class, SBLM Program seminar faculty will discuss the required evaluations and provide deadlines. Deadlines for required evaluations will also be published in the weekly schedule. We require students to meet these deadlines. Any issues around deadlines should be surfaced immediately to seminar faculty.

Faculty can recommend students for Academic Probation. Academic Probation is addressed later in this Guide. Students generally are allowed one opportunity to “redo” a failed, required evaluation—these redo’s are limited. Additional or repeated failures and/or redo's may result in an Academic Board.

Military students must meet the Army Weight/Height standards in accordance with (IAW) Army Regulations, AR 600-9, and must pass the Army Physical Fitness Test (APFT) IAW TRADOC Regulation 350-6.

Military students—you must provide a copy of your APFT Scorecard (DA Form 705) to your faculty advisor prior to graduation. If your current height and weight are not in accordance with the standards of AR 600-9 and a Body Fat Content Worksheet (DA Forms 5500-R and 5501-R) was prepared and determined you to be in compliance, you must also provide a copy of that worksheet to your advisor.

Students are required to be resident while attending the SBLM resident Program. Students not in residence, without express written permission from the Commandant, will be considered as failing to complete graduation requirements and can be disenrolled from the program. Students must submit their requests through the Registrar.

The College does not transfer students between programs. The program is intense, and the pace is such that any remedial work places an unacceptable burden on existing faculty, staff, and other students. The program design does not support selective attendance. Students are expected to begin and complete the same program. In emergencies, students may request deferral to another program, and a Department Chair or the Commandant may authorize such deferrals on a case-by-case basis. If necessary, the commandant will adjudicate such decisions. The commandant's decision is final.

Student Attrition

1. Types of Attrition

There are two types of attrition: 1) academic and 2) administrative. As a general rule, disposition of academic failure will be referred by the Faculty Seminar Leader through the respective Department Chair to the Commandant. An Academic Review Board will convene when the student faces the possibility of expulsion. Determination as to administrative attrition, which includes but is not limited to, acts of misconduct, unsuitability, compassion, attitude, honor violation (to include plagiarism) and voluntary withdrawal for the good of the service, will be referred through the Department Chairs to the Commandant with recommendations for disposition.

Dismissal of students from the SBLM Program can be considered 1) an unqualified release or 2) an elimination action (involuntary attrition or disenrollment). Unqualified release refers to a dismissal on the basis of compassionate or emergency situations. In these instances, the appropriate Department Chair will verify the circumstances. Elimination refers to a dismissal for cause. There are numerous reasons that may underlie dismissal for cause. The right of the individual to due process, sufficient to protect his/her interests, will be provided in all cases with full access to legal counsel.

The Commandant is the final approving authority for disciplinary action contemplated against students. AR 350-1 and TRADOC Regulation 350-10 task the Commandant to establish precise procedures to determine how students in which circumstances students should be disciplined (and the level of discipline) or dismissed.

2. Regulatory Information

Military students may be dismissed from the SBLM Program, and designated as non-graduates, for failure to meet regulatory physical fitness and weight standards. Determination of failure to meet these standards will be made by the applicable Department Chair in accordance with AR 350-1 TRADOC Regulation 350-10, AR 350-15, AR 600-9, and local implementation policy. Students will be apprised of these requirements during registration procedures.

After a military student has failed all available opportunities to meet the standards, the applicable Faculty Advisor and Department Chair will prepare a letter of notification for the Commandant's signature notifying the individual of dismissal and designation as a non-graduate for failure to meet established physical fitness and/or weight standards. The student will be provided the right to rebut the action per provisions of paragraph 2-6, AR 600-37, prior to departing. The military student will acknowledge receipt by signing and dating a copy of the notification letter. The completed action with rebuttal and consideration will be forwarded to the Registrar for filing and disposition to the individual's unit and records maintenance facility.

Civilian students must meet the standards of conduct described in DOD 5500.7-R. Joint Ethics Regulation.

Students may be dismissed and designated non-graduates for failure to meet regulatory requirements.

3. Special Situations

There are numerous special situations that can lead to dismissal of a student. These cases may occur as a result of actions while a student is at AMSC or as a result of actions prior to arrival. In all these special situations, the appropriate Faculty Advisor and Department Chair will document all the facts in the matter and present them in writing after appropriate Staff Judge Advocate (SJA) review—with a recommendation for disposition. The recommendation will be routed to the Commandant. An enclosure to this recommendation will be a letter of notification to the student. This letter will inform the student of the action being taken and any options with regard to program completion. If the action is adverse in nature and is going to the individual's permanent record, the individual must be given the opportunity IAW Chapter 7 of AR 600-37 to rebut the action. The student will acknowledge receipt by signing and dating a copy of the letter of notification. A copy of the completed action will be provided to the Registrar for filing and distribution of documents to the individual's unit and record maintenance facility as applicable. These special situations normally fall under the following categories

and do not require an Academic Board: court martial; serious civil convictions; AR 15-6 investigations; medical; request of parent command; and voluntary withdrawal for cause (conduct or academic).

Administrative Attrition

Administrative attrition includes the dismissal of students from the AMSC as a result of administrative action and for reasons independent of the student's ability to achieve program objectives. The following reasons are recognized as types of administrative attrition. A student initiated request for disenrollment from the SBLM Program does not require an Academic Board.

Medical. Student withdrawal from the program because of medical reasons which prevent completion of the program. The condition may affect the student or a member of the student's family.

Misconduct and Disciplinary Actions. Student release because of factors involving personal conduct of a nature warranting termination from the program. Includes but is not limited to:

- Absence Without Leave (AWOL).
- Refusal to attend class, remain in residence, or otherwise follow faculty or appropriate staff guidance.
- Illegal use (abuse) of alcohol and controlled substances (drugs).
- Commission of a felony.
- Failure to follow policy or procedures.
- Disruption of the normal academic environment of others (e.g. harassment), or any related incidents.
- Misuse of Government resources, or abusive behavior toward other students, staff, faculty, or others associated with AMSC—regardless of the location in which the behavior occurs.

Honor Code Violations. The Honor Code is of paramount importance to the Army Management Staff College. *The essence of the Code is that a student's word is accepted without question because students do not lie, cheat, steal, or tolerate anyone who does.* A dishonest act is an offense against the entire student body. The Commandant expects each student and each member of the AMSC staff and faculty to enforce the Honor Code and practice academic

ethics. Work that is presented by students, staff, and faculty as their own will be considered their own. Honor violations and the breach of professional ethics and integrity will not be tolerated.

Violation of Copyright. Copyright laws are specific and demanding. All students and AMSC personnel must honor them and not become complacent with photocopying, tape duplication, software duplication, or use of materials gathered through electronic databases, libraries, or the Internet and its various providers.

Violation of the Nonattribution Policy. Violation of the AMSC nonattribution policy regarding guest speakers is a serious matter. It not only threatens academic freedom at AMSC, but also brings into question the ethics of the individual who has agreed to abide by the policy. All students must sign a nonattribution policy form. Refer to the earlier section entitled, Educational Approach and Philosophy, Nonattribution Policy, for the precise language of the policy. Violation of the nonattribution policy is grounds for disenrollment from AMSC.

Compassion. Termination for compassionate reasons usually occurs in situations involving the health, welfare, and security of an individual or family which are so compelling that the best interest of the individual requires termination of student status.

Resignation. The resignation of any student involves a voluntary request for release from the program prior to completion. For military students, AMSC staff will contact the appropriate assignment branch office at HQ PERSCOM or other POC's, i.e., ARPERSCOM and the service member's parent unit for disposition instructions. For civilian students, the staff will contact the appropriate MACOM or organizational POC and parent unit for disposition. Resignations do not require Academic Boards.

Attrition for Academic Reasons

Unsatisfactory performance on assessments and evaluations provides a clear indication that the student does not meet the required academic standard of the SBLM Program. Academic attrition includes the loss of students from the SBLM Program due to failure to achieve minimum program objectives and standards. Students being considered for removal from the SBLM Program due to academic reasons will have the opportunity to present their case to an Academic Review Board. These procedures are addressed in another section of this *Guide.*

Good Standing

A student in good standing completes all assessments and evaluations at a satisfactory level and by the required deadline. Once the student either engages in behavior that is cause for general probation or academic probation, the student is no longer in good standing. Students not in good standing will be given written notice specifying the type of probation on which they have been placed. See the next sections for further information on academic or general probation. Students may appeal their standing to the Commandant. The Commandant is the final authority on all such matters.

Program Duration

The SBLM Program's duration includes the required resident and nonresident components. Work included in the nonresident component (prework) is a part of the program's required work. Students who do not complete the required prework may lose their good standing and be recommended for academic probation by their faculty advisor. Department chairs may place students on academic probation after conferring with faculty and the student. Non-completion of the prework is taken as an indicator of ability to keep pace with this intense program and successfully complete the requirements. *To be released from this probation, the student must successfully pass Evaluation 1 on the first attempt.*

No-Fault Deferral

Students recognizing early in the SBLM Program that even with remediation they will not achieve the academic standard may request a no-fault deferral. With a no-fault deferral, students may, within one calendar year seek re-matriculation to the program without reapplication. Early recognition saves AMSC and Army resources and provides the student an opportunity to build skills before returning to the program. For any student, a no-fault deferral may only occur once, and AMSC assumes the student will seek outside opportunities to improve the deficient skill.

Faculty recognizing early in the program that their student will not achieve the standard will request that the student undertake academic remediation or accept a no-fault deferral. If the student does not wish to defer and does not successfully complete academic remediation, then the department chair may place the student on Academic probation or request that an Academic Review Board be convened. If the student wishes to accept the no-fault deferral, the student will submit a memorandum through the faculty advisor to the appropriate department chair.

Students who are placed on academic probation during the assessment period may be removed from probation by passing Evaluations #1 and #2 on the first attempt. Receiving an Unsatisfactory on either evaluation will normally result in the convening of an Academic Board.

Academic Remediation

Students experiencing difficulties in meeting the academic standards and achieving the program outcomes of the SBLM Program will have the opportunity to pursue remediation activities designed to aid in meeting the standards. *Simply engaging in remediation activities does not guarantee that standards will be met and graduation will occur.*

When a student demonstrates unsuccessful performance on assessment of skills such as writing, speaking, analyzing, or problem solving, the faculty advisor will initiate a remediation plan. The faculty advisor and the student develop the remediation plan jointly. A copy is provided to the appropriate department chair, who may amend the plan as warranted. Remediation plans must meet guidance provided in the specific skill or content. Department chairs and faculty will ensure the equity of remediation plans across skills, content, and students in any given class.

Remediation may include one or more of the following types of activities: scheduled classes tutoring in specific content, workshops for designated skills, or revision of specified assignments.

If, after remediation activities, the student continues to exhibit deficiencies in a particular skill, the faculty advisor will refer the student to the appropriate department chair. The department chair will review the remediation record, speak with the student, and determine whether to place the student on academic probation or refer the student to the Academic Review Board. The department chair may offer the student the option of resigning (see Resignation). For cause, the department chair may offer the student a no-fault deferral. In either case, the department chair will document the action and provide a copy to the Commandant.

Academic Probation

Students must achieve a grade of SATISFACTORY on all required evaluations in order to graduate. A list of required evaluations will be made available for students to review at the beginning of class. Because the first few weeks of the program focus on assessment and remediation, Academic Probation is mandatory anytime a student fails an evaluation. *Academic probation means that a student must pass the next evaluation the first time to continue with the program. In addition, the student must also have passed the re-evaluation of the original failed evaluation.*

Upon failure of any evaluation, the faculty advisor and the appropriate department chair will offer appropriate remediation to the student, and the student will be reevaluated on the material. The re-evaluation will be

sufficiently different from the original evaluation to measure real learning. A grade of satisfactory on the re-evaluation meets the criteria of passing the evaluation.

If the student receives a grade of SATISFACTORY on the re-evaluation and passes the next regularly scheduled evaluation on the first try, the student will be removed from Academic Probation. It will be possible for students to be on Academic Probation more than once during the program.

Probation is an indicator that something is wrong. Students should contact their faculty as early as possible when they recognize they are having difficulty with some portion of the curriculum or program. Early recognition provides the best chance for subsequent success.

If the student receives a grade of UNSATISFACTORY on the re-evaluation, he or she will be afforded remediation and possibly an additional re-evaluation as determined by the department chair[3]. Simultaneously at this juncture, the appropriate department chair will remand the student and the student's academic record to the Academic Board for consideration of options. See the section on Academic Boards in this *Guide* for a range of options and the chart on negotiating the probationary process; located later in this section. The latter graphs the probationary and deferral processes.

A student who is not on probation and receives a grade of UNSATISFACTORY on the last evaluation will be placed on probation, offered remediation, allowed to take a re-evaluation, and remanded to an Academic Board. If the student passes the re-evaluation, the Academic Board will be cancelled. If the student receives an unsatisfactory on the re-evaluation, the Academic Board will be conducted.

A student who is on probation and receives an UNSATISFACTORY on the last evaluation will be remanded to an Academic Board by the department chair, offered remediation, and allowed to take the re-evaluation. However, passing the re-evaluation at this point will not result in cancellation of the Academic Board.

Faculty advisors will notify their seminar leaders of any failures and generally keep their seminar leaders apprised of student progress and standing within the seminar. Faculty seminar leaders will notify their respective

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[3] This is done in rare cases where the student is otherwise exceptionally good with an excellent academic record and where the failure is one very close to achieving a passing grade. Additional considerations will include the circumstances under which the student took the evaluation (e.g., illness, external pressures due to extraordinary circumstances beyond the student's control, or the like.) In short, the circumstances appear to be close to passing and an Academic Board appears to be an extreme measure. Such decisions are made in consultation with the department chairs.

department chairs of any issues or concerns with either good academic standing or good order in the seminar.

Department chairs will notify students in writing that they are on academic probation with a copy furnished to the students faculty advisor. They will include a copy of the relevant *Academic Guide* pages. Students may respond to the probation notice in writing. Appeals may be made in writing thru the Department Chair to the Commandant. The Commandant is the final authority on all appeals. Appeals regarding Academic Boards may be made after the Boards have met. See the section on Academic Boards.

In Summary—Negotiating the remediation/evaluation process

The chart on the next page follows the probation and Academic Review Board processes; along with option points to defer or make other academic standing decisions.

Remediation/Evaluation Process

Prework: Students with incomplete Prework may be placed on Academic probation by the appropriate department chair

General Probation

A more "general" form of probation may occur in instances where the student incurs other infractions which in-and-of-themselves may not merit removal or other Academic Board action but where additional or continued infractions will change that balance in favor of removal. Examples may include but are not limited to:

- Disruptively participating or failing to participate or contribute to seminar sessions, exercises, or tasks—even after counseling by seminar faculty. Participation assumes preparation for the day's material and exercises, contribution of ideas; taking of active roles within practical exercises, for example.

- Behaviors that are extreme and have negative impact on AMSC or its affiliated organizations, including Knadle Hall, the post library, or other Fort Belvoir community activities. Behaviors while at AMSC which generally leave the public with a poor perception of the AMSC and/or its students.

- Failing to be resident at AMSC without the required permission.

- Failing to attend scheduled program events without prior approval or proper notification to seminar faculty or other appropriate official.

- Failure, after warning, to observe published rules such as non-smoking outside of designated smoking areas; tardiness to scheduled class activities; or alcohol consumption/substance abuse policies.

Students will be informed in writing if they are placed on "general" probation. A Department Chair will generally issue this type of probationary letter. Students will be given the opportunity to respond to the probation in writing. Appeals may be made through the Department Chair to the Commandant. The Commandant is the final authority on all such probations.

For General Information

Except where otherwise indicated in this Guide, students being considered for removal from AMSC, whether caused by academic, or general probation, or other cause, will have the opportunity to present their cases to an Academic Review Board.

Academic Review Boards

An Academic Review Board is an advisory board for the Commandant

pursuant to AR 350-1 and TRADOC Regulation 350-10 Individual Military Education and Training. Although any of the matters covered may be referred to a Board, the following situations are those more commonly considered by a Board which determines the facts and makes recommendations for disposition:

- Students whose personal conduct is such that their continuation in the program is prejudicial to the interests of other students—such as disciplinary infractions or academic ethics violations as defined under Administrative Attrition.

- Students whose academic progress, demonstrated motivation, attitude or conduct, although not requiring formal disciplinary action, are prejudicial to the interests of other students, or where it is unlikely that the student can meet the standards established for graduation—either Academic, Academic Continuing or General Probation qualify.

- Academic Review Boards also consider appeals and requests from previous students regarding academic and enrollment matters; confirm students as graduates; confirm students as recipients of the AUSA or AMSC outstanding student award when legitimate challenges are made; assist in the selection of students for honors and awards as appropriate and review other student academic issues as directed by the Commandant.

The AMSC Academic Review Board is normally composed of the following:

- President.

- Additional Senior Academic Officials or Faculty.

- At Least 2 Other Disinterested Faculty or Staff.

- Non-Voting Recorder.

- Non-Voting Assistant Recorder.

- Non-Voting Clerk to the board.

All faculty or staff serving on the board and voting must possess a grade equal to or greater than the student(s) before the board. Board membership must include appropriate diversity.

The Commandant will appoint all board members in writing. The Commandant will appoint all replacement members of the board and may appoint additional members or excuse members as circumstances may direct.

Any member so excused shall not be counted in determining the existence of a quorum. The absence of any of the designated positions from a Board will not render the Board improperly constituted. The Commandant has final decision authority on Board recommendations.

The Recorder will serve as an assistant to the Commandant, Registrar, and Board President for the organization, operation, and management of Academic Boards. The Recorder will:

- Prepare Letters of Appointment for the Commandant's signature;
- Prepare and distribute notification to Board members of pending Board meetings; and
- Prepare letters of notification for the board president's signature to the student(s).

The Recorder will provide a copy of the signed Letter of Notification with enclosures consisting of all documentary evidence to be considered by the Board to the student(s); brief the student(s) on the content; and have the student(s) acknowledge receipt by signing and dating the original copy. The Recorder also:

- Prepares a Letter of Instruction (LOI) for signature of the Board President for the Board members. In advance of the Board meeting, the recorder will provide a packet to each member of the Board consisting of the Letter of Instructions with the signed Letter of Notification to the student and all documentary evidence as enclosures to be considered by the Board.
- Coordinates for a room to hold the Board meeting and if necessary, the use of required equipment or services to record the Board proceedings. The Board President determines the need for and use of electronic recording devices.
- Coordinates the appearance of all witnesses.
- Completes an administrative checklist and a Board procedural guide or script as appropriate. Using these and the evidence packet coordinates with the Board President on all administrative aspects and general procedures for the Board meeting.
- Prepares minutes and supporting data for approval through the Board President, to the Commandant. These will be marked, "FOR OFFICIAL USE ONLY," and contain all supporting and implementing materials. The minutes will consist of a summary record of the Board meeting. Most Board

meetings will not use electronic recording equipment. Even if the meeting may have been recorded, a verbatim transcript will be made only when directed by the Commandant or higher authority. Upon FINAL DISPOSITION/ACTION in the case, all tapes will be erased.

- Prepares a Letter of Notification to the student of the Board's findings and recommendations. The Board President signs this letter. If the action is adverse in nature the right to rebuttal per paragraph 2-6, AR 600-37 will be provided. The student will acknowledge receipt by signing and dating a copy of the notification letter.[4]

- Prepares a Letter of Notification of the Board's Recommendation for the Commandant. Simultaneously prepares a Board Information Book for the Commandant's review.

- Files the completed action with all documentation with the Office of the Registrar for the purpose of maintaining historical records of minutes, action taken, and approval documentation.

- Serves as the primary point of contact in assisting Board and faculty members with all Board associated actions.

- Prepares a letter of notification for the student. This is for the Commandant's signature and conveys the Commandant's final decision. Additionally prepares a letter of notification for the Commandant's signature to notify all involved AMSC staff, faculty, and, if appropriate, students of actions taken.

With recommendations from the respective Department Chairs, all Academic Boards will meet by direction of the Commandant. The Department Chair] prepares a packet with his/her recommendation for the board for the Commandant. This packet will include at a minimum any memoranda supporting the recommendation and relevant student academic performance information. The department chair for leadership and management prepares a list of eligible, appropriately diverse, and available board members, including a nomination for president. A quorum consists of a majority of the voting members appointed to serve on the Board and not excused prior to convening the meeting. The student will normally be given a minimum of 3 working days notice prior to the convening of a Board. However, individual situations may dictate that the normal notice period would be counterproductive or inappropriate. Accordingly, under special circumstances, the notice period may be reduced or expanded for good cause. The notice to the student will include

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[4] Appeals may be made to: COMMANDANT, ARMY MANAGEMENT STAFF COLLEGE, , 5500 21ST STREET STE 1206, FORT BELVOIR VA 22060-5394.

the following:

- Notice that a Board is to be convened and he (she) will be afforded an opportunity to appear before it.

- Time, date, and place of Board proceeding.

- Specific statement of reasons for the Board and all allegations against the student.

- Copies of or access to all known documentary evidence which will be provided to the Board.

- Names of all known witnesses the Board intends to call. The student will be given the opportunity to interview all witnesses before the Board, if he/she desires.

- Statement of the student's right to consult with legal counsel.

- Right of the student to be present during the appearance of all witnesses relevant to allegations against him/her and the opportunity to question those witnesses. These questions may stimulate other questions from Board members.

- Further questioning may be pursued by Board members based on these questions.

- Notice of right to have a representative accompany the student to this session. The representative may speak for the student. This representative may but need not be a legally qualified counsel. The Board may not deny the student legally qualified counsel if the student elects to have such counsel and counsel is available. Such counsel will be retained at the student’s expense.

- Right of the student to present matters in writing, in person, or both. The student may call witnesses in his/her behalf. If witnesses are not reasonably available as determined by the Board, their written statements may be submitted directly to the Board President, who may delegate this task to the Recorder.

Deliberations of the Academic Board are privileged information and minutes of meetings are marked "FOR OFFICIAL USE ONLY." Recommendations of the Board are privileged until released by the Commandant or higher authority. Each voting member in attendance has one vote. The recommendation of the Board will be determined by a majority vote. Minority opinions may be

submitted when deemed appropriate by any Board member. In those instances where a Board member has been known to have significant and damaging information about the student outside the student's AMSC tenure, that member will be excused from the Board. Board members must be impartial toward the student.

Proceedings of the Academic Board as a general rule shall be closed proceedings but may be declared open by the President of the Board or higher authority. If witnesses are to appear, they usually will be notified at least 24 hours in advance. They will report to the President of the Board when called. If appropriate, the recorder will swear in all witnesses. After being seated they may present statements orally or in writing. They are required to answer questions from the student, his/her representative, and the Board members. Witnesses will not be allowed to make "off the record" remarks.

Standards of Proof, Voting, and Options Regarding Recommendations:

- The standard of proof to justify an adverse recommendation by the Board is "preponderant evidence." This is evidence that a reasonable person would be willing to accept as sufficient to support the conclusion and a greater weight of evidence than supports any different conclusion.

- After evaluating all the evidence, the Board will deliberate and vote on findings and recommendations. A majority must vote in favor of adopting a recommendation before that recommendation may be forwarded to the Commandant. Dissenting views will be included. Recommendations for serious offenses, to include violations of academic ethics, will normally include, BUT NOT BE LIMITED TO, one of the following:

    - Dismissal as a student from AMSC with no opportunity to complete the program by any means in the future.

    - Dismissal as a student with the opportunity for enrollment in a future class or alternative delivery mode, such as the Nonresident Program.

    - Letter of counseling from the Commandant specifying the adverse nature of the incident and repercussions of continued behavior/action of this type. The letter may be forwarded through the supervisor of record and filed in the individual's permanent file or local file.

    Recommendations for academic difficulties include, but are not limited to:

    - Dismissal as a student from AMSC with no opportunity to complete the program by any means in the future.

- Dismissal as a student with the opportunity for enrollment in a future class or alternative delivery mode, such as the Nonresident Program.

- Placement of the student on academic probation and advice in writing by a Department Chair of specific requirements he/she must complete in order to graduate.

- Formal letter of counseling signed by the Commandant. Note that formal letters of counseling to be included in an Official Personnel Folder will be coordinated with the student's respective supervisor or supervising authority.

- Formal letter of counseling signed by his/her Department Chairman as appropriate.

- Formal letter of counseling signed by the Seminar Leader or Faculty Advisor as appropriate.

- Any action less severe than the above.

The Commandant will notify the student in writing of his/her decision concerning approval of the Boards findings and recommendations. The Registrar is responsible for completing all paperwork on the Board; the appropriate distribution of materials; and maintenance of the historical records of Board actions. The following documents should be available through the Recorder for reference by any persons associated with a Board action. The Recorder will ensure these applicable documents are available during the actual conduct of a Board.

- AR 15-06, Procedure for Investigating Officers and Boards of Officers.

- AR 135-175, Separation of Officers

- AR 340-17, Release of Information and Records from Army Files.

- AR 340-21, The Army Privacy Program

- AR 350-1, Army Training and Education

- TRADOC Regulation 350-10, Institutional Leader Training and Education

- TRADOC Regulation 350-6, Training, Enlisted Initial Entry Training (IET) Policies and Administration

- AR 350-15, Army Physical Fitness Program.

- AR 600-8-24, Officer Transfer and Discharges.
- AR 600-09, The Army Weight Control Program.
- AR 600-37, Unfavorable Information
- DOD 5500.7-R. Joint Ethics Regulation.
- Academic Guide, The Army Management Staff College, for current class.

Dismissal of Reserve Component personnel will be coordinated with National Guard Bureau (NGB) or Office of the Chief, Army Reserve (OCAR) as appropriate. Dismissal of active military students will be coordinated with HQ PERSCOM (civilians with the respective personnel office or organizational POC).

Job Aid for Academic Boards

Sequence	Who	Tasks
1	Student action assessed by faculty catalyzes academic board	Faculty call this to department chair's attention.
2	Department Chair	1. Issues probation memo stating cause and that an academic board will be recommended; gives to student 2. Issues memo recommending academic board to Commandant
3	Department Chair	1. Prepares packet for Commandant recommending board; includes memos supporting the recommendation and relevant student academic performance information. 2. Requests Department Chair, leadership and management to provide board composition list to Commandant.
4	1. Commandant approves board composition 2. Department Chair, L&M	1. Gives approval to department chair L&M 2. Notifies board president and Registrar; provides board names to Registrar ▪ President. ▪ Additional Senior Academic Officials or Faculty. ▪ At Least 2 Other Disinterested Faculty or Staff. ▪ Non-Voting Recorder. ▪ Non-Voting Assistant Recorder. ▪ Non-Voting Clerk to the board.
5	Registrar	Initiates the letter/memo notification process; board president signs letter signs: 1. Notification to Student 2. Notification to witnesses 3. Notification to Board Members 4. Letter of Instruction to Board; including complete documentary evidence 5. Letter of Instruction to Student 6. Any other initial correspondence
6	Recorder	Executes the letter/memo notification process in #5

7	Board President; board meets	Directs the board process and ensures that documentation represents the actual work, findings, conclusions, and recommendations of the board.
8	Recorder and assistant recorder	Take the board notes, collect all documentation;
9	Clerk	Manages the calling of witnesses; runs errands for the board (e.g., photocopying)
10	Board President	Board completes its work and develops findings and recommendations
11	Recorder	1. Creates the "Board Book" which represents all documentation collected and created by the board 2. Creates the memo of notification to the student of board findings, recommendations
12	Board President	Signs and gives student the preliminary findings and recommendations of the board; obtains signature denoting receipt
13	Recorder	Ensures receipt of the notification to student of board results Ensures receipt of any appeals from student. Adds to board book. Forwards complete board book to Commandant. Creates the memo for commandant signature denoting acceptance or final resolution of the case Creates memo of notification to faculty, staff, students (if appropriate) of disposition of the case
14	Commandant	Signs final memo of notification of board results to faculty and staff
15	Commandant	Notifies the student's supervisor of the outcome as appropriate, especially if the student is disenrolled.
16	Registrar	Simultaneously to 15 notifies the organizational POCs, PERSCOM, etc.
17	Board President and board members	Return any board documentation evidence to Registrar
18	Registrar	Initiates and confirms return and shredding of extraneous and extra copies of the board documentation.
19	Faculty and department chair	Develop the close out AER for the student.