

## MEMORANDUM FOR Prospective Maneuver Captains Career Course- Reserve Component Students

SUBJECT: Maneuver Captains Career Course- Reserve Component Policy Memorandum

## 1. REFERENCES.

- a. [USAIS Regulation 351-10, 01 January, 2002, Resident Academic Policies and Records Administration.](#)
- b. [AR 600-9, 01 OCT 1986, The Army Weight Control Program.](#)
- c. [Interim Change, 04 MAR 1994, AR 600-9, The Army Weight Control Program.](#)
- d. Message, HQDA, DAPE-HR-PR, 260145Z, MAR 96, Subject: Army Weight Control Program
- e. TRADOC Regulation 350-10, Institutional Leader Training and Education
- f. DA ACofS/G3/G5/G7 Memorandum, APFT & HT WT Requirements, 10 AUG 06

2. PURPOSE. To prescribe academic policies, procedures, and responsibilities for administration for Reserve Component students enrolled in the Maneuver Captains Career Course (MC3), 12-week or 13-month option. Additionally, to address examination policy; relief, recycle, or early release of students prior to graduation; and to govern the conduct of MC3 faculty boards.

3. GENERAL. MC3 provides a challenging course of instruction to prepare students to perform the toughest job our Army may ever have to face--winning the first battle of the next war. The MC3 philosophy is to train students how to think on the battlefield. MC3 focuses on combined arms war fighting at the tactical level across the full spectrum of conflict, and uses the small group methodology (12 to 16 students) for training. The principal tool for evaluation of MC3 students is the oral evaluation, which provides the student immediate feedback and assesses the student's tactical decision-making thought process and abilities. Students are evaluated on the following: 1) visualization of a company tactical operation; 2) expression of that visualization in oral and written form; 3) mastery of the Troop Leading Procedures; 4) performance as a battalion / brigade staff officer in the Military Decision Making Process (MDMP); and 5) understanding and application of the fundamentals of battalion/task force and brigade operations.

## 4. ENROLLMENT REQUIREMENTS.

a. Complete Phase I – As of 01 JUN 2007, C5 Distance Learning (Course Title: Captains Career Common Core Course (C5); Course Number: 01A-C22 (DL); School Code: 701) and provide proof of completion during in-processing.

b. Body Composition. All U.S. students are attached to HHC, 11<sup>th</sup> Regiment and must meet body composition standards IAW AR 600-9, Army Weight Control Program. Failure to meet body composition standards upon in processing will result in enrollment in the MC3 Detachment, HHC, 11<sup>th</sup> Infantry Regiment overweight program. Students who fail to meet body fat standards at the time of graduation will receive an adverse AER with the comments in block 13c of the DA1059 "Marginally achieved course standards," and in block 16, "13c. Student met academic requirements, but failed to meet HT/WT screening standards IAW AR 600-9 while in this course." The student may be flagged IAW AR 600-9 until they meet the standards. Flags are considered an adverse action, and a student, although graduated from the course, will be unable to PCS while flagged. Students who fail to successfully complete the program or are re-enrolled after successfully completing the program will be subject to separation under AR 635-200, Chapter 5-15, and AR 635-100, Chapter 5.

c. Course Tactics Entrance Examination. The Course Tactics Entrance Examination is a GO/NOGO event; however, students must score 75 percent or greater in order to be enrolled in the course. Students will receive an Entrance Examination study guide during in processing to focus their preparation for the exam. Students who fail the test will be afforded the opportunity to take one retest. Those students who fail the retest will not be enrolled in the course.

5. ACADEMIC POLICY.

a. Standards for Graduation. Eligibility for graduation from MC3 course of instruction is subject to the following provisions:

(1) Student Proficiency.

(a) Academically Proficient Student: a student who has passed all course critical tasks and achieved an academic average of 75 percent or greater (65 percent or greater for International Military Students [IMS]).

(b) Academically Marginal Student: a student who has passed all course critical tasks and achieved an academic average greater than 70 percent but less than 75 percent (greater than 60 percent but less than 65 percent for IMS). A student who is academically marginal at the completion of the course may not graduate. The Senior Faculty Advisor (Tactics Team Chief) will refer the student to the course convening authority, the Director, Combined Arms and Tactics Directorate (CATD), who will assess the student's qualification for graduation. The student's Academic Evaluation Report (AER) will reflect marginal achievement of course standards.

(c) Academically Deficient Student: a student with an academic average of less than 70 percent (less than 60 percent for IMS) or retest failure of any course critical task. The team chief will refer academically deficient students to the Director, CATD, for disposition. The Director may convene a faculty board who will recommend either: 1) declaring the student a non-graduate with relief from the course, 2) recycling him into another course, or 3) retraining and re-testing as an exception to policy. The Director will consider the student's record, SGI and team chief recommendations, and written or verbal comments from the student if necessary. As appropriate, the student's AER will reflect either a failure to achieve or a marginal achievement of course standards.

(2) Graduation Requirements. All graduation requirements for MC3 are outlined below.

(a) The following graduation requirements will be assessed on a GO/NO-GO basis. First-time failures of a course critical task will be availed one re-test after re-training. Failure to achieve a GO after one retest on any event will result in the student being declared academically deficient and may result in the student being recycled or referred to a faculty board.

(1) Combined Arms Operations Assessment. SGIs evaluate students on their ability to develop sound tactical plans through the application of the Troop Leading Procedures (TLPs), Military Decision-Making Process (MDMP), Intelligence Preparation of the Battlefield (IPB), applicable doctrine, and proven techniques. SGIs will assess the student's overall performance for combined arms operations as GO or NO-GO for each phase of the course (company and staff process phase) – based upon briefings, written products, quizzes and Professional Officer Qualities (POQ). To receive a GO, a student must have at least 75% GPA overall. A student whose overall GPA at the end of company phase is 70-75% (academically marginal) may progress forward to staff phase upon recommendation of the SGI to the Team Chief.

(2) Physical Fitness. In accordance with AR 350-1, paragraph 9-8,b.(9), U.S. students must pass an APFT IAW current Army standards in order to graduate in an academically proficient status. Students who do not pass the APFT by the time of graduation will receive an adverse AER with the comments in block 13c. of the DA1059 "Marginally achieved course standards," and in block 16, "13c. Student met academic requirements, but failed to meet APFT standards IAW AR 350-1 while in this course." Students who fail the record APFT may be flagged IAW AR 350-1. Flags are considered an adverse action, and a student, although graduated from the course, will be unable to PCS while flagged. Students who are unable to complete the record APFT due to medical profile must request a waiver from the Director. Requests for waiver must include a copy of the diagnostic APFT and a copy of the profile. U.S. students over the age of 40 must complete a cardiovascular screening IAW AR 40-501 (Standards of Physical Fitness) and/or NGR 40-501 (Medical Examination for Members of the Army National Guard) before they can participate in physical training or complete an APFT.

(b) The following academic graduation requirements listed below will be assessed on a 1250 point scale. A student's academic average upon graduation will be based on a cumulative average of all point-graded events conducted during the course.

(1) Combined Arms Operations Quizzes. Combined arms operations quizzes are conducted for all lessons of the course. Each lesson has a "check on reading" knowledge quiz and an "end of lesson" application quiz. Relevant Combined Arms and Leadership Division (CALD) instruction is included in lesson quizzes. No individual quiz is course critical and individual quiz failure will not result in the student being declared academically deficient. However, students must maintain an overall minimum quiz average of 75 percent or greater (65 percent for IMS) for each phase of the course. Failure to maintain this average will result in the student being declared academically marginal or deficient and may result in the student being recycled or referred to a faculty board.

(2) Company Comprehensive Examination. Students must demonstrate the required knowledge for all company phase Tactics and CALD instruction.

(3) Company OPORD Final. (Battle Forge). Students will be required to plan and brief a company / team operations order in a time constrained environment IAW standards outlined in FM 5-0 and class discussion. The Battle Forge operations order is entirely individual work. To graduate, students must achieve a marginal go on the company final OPORD. IAW policy, students who fail Battle Forge will be afforded one retest opportunity. The retest OPORD briefing will be conducted before a board of SGIs and the team chief. Students who pass the retest, regardless of level of improvement will only receive 70 points.

(4) Course Comprehensive Final Examination. Students are required to demonstrate the required knowledge of all Tactics and CALD instruction for MC3.

(5) Staff Communications Exercises. U.S. students must pass all graded staff communications written assignments with an overall average of 75 percent or greater to graduate. These assignments are individually graded, but entered as a combined score for academic percentage purposes. Students must rewrite individual assignments as required by the Communication Skills Branch.

(6) Army Physical Fitness Test. U.S. students must pass the APFT IAW paragraph 5.(2)(2) above in order to graduate in an academically proficient status. Students will take a diagnostic APFT within the first week of the course to assess their fitness readiness. If a student fails the diagnostic APFT, his SGI will closely monitor the student's progress and may continue to administer further diagnostic APFTs until the record APFT in order to assess progress. The students' record APFT score is worth 100 points toward the overall academic average. A student who fails the record APFT (given approximately 9 weeks into the course) will receive 60 points upon successful retest regardless of his score.

(7) Professional Officer Qualities (POQ): POQ are used to evaluate a student's performance and attitude other than that of his objective quiz and briefing scores. There are 100 POQ points allocated for each module of instruction.

(a) Overall Professionalism - defined in the generic areas of application, maturity, enthusiasm, confidence, loyalty, selfless service and integrity etc.

(b) Sense of Responsibility/Duty – generically defined in the aspects of diligence, dependability, work ethic, cooperation, willingness, etc.

(c) Class Participation – cooperation, contribution, assistance, peer influence, etc.

(d) Power of Expression – presentation skills, both written and verbal, ability to critique, confidence, etc.

(e) Self Discipline – personal organizational skills, timeliness, judgment, reaction to stress, reliability, etc.

(c) At the completion of a course, students who fail to meet the standards established in the graduation prerequisite memorandum cannot graduate and may be relieved (declared a non-graduate), recycled, or referred to a faculty board for an appropriate disposition recommendation.

(d) At any time prior to graduation, the Director may refer USAIS students to a faculty board based upon academic shortcomings (including academically marginal and academically deficient students), leadership deficiencies, disciplinary problems, acts of misconduct, honor violations, lack of motivation, lack of adaptability, or

otherwise failing to satisfy standards for graduation. All students will be referred to faculty boards prior to final action by the Director to adversely relieve those students (see paragraph 12, pg. 25 USAIS 351-10).

b. Recognition of Academic Excellence.

(1) Distinguished Honor Graduate. The team chief will select one US officer from the Commandant's List as the Distinguished Graduate.

(2) Commandant's List. The Commandant's List recognizes exceptional performance during MC3 and is limited to the top 20 percent of the US and IMS population. Selection for the Commandant's List is based upon both academic performance and SGI appraisal of the whole man concept. A student is ineligible for Commandant's List for unprofessional or undisciplined behavior, first time failure of a course critical task and/or academic average of less than 75 percent.

c. Academic Counseling. SGIs will counsel students on a regular basis. The initial counseling session will be during the first week of the course. SGIs will counsel all students upon failure of a written examination, a hands-on performance evaluation, or a course critical assignment.

6. HONOR CODE.

a. General.

(1) USAIS Honor Code. This honor code applies to all USAIS courses of instruction: *A Soldier will not lie, cheat, steal, or tolerate those who do.* Any student who knows of an honor code violation but fails to report it also commits an honor code violation. Any student, including an IMS, found guilty of an honor code violation by a faculty board may be relieved from their course by the Director and may face disciplinary action as well.

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

(3) Plagiarism. Plagiarism occurs when a student borrows written material from another writer but fails to credit the original writer with the work. When a plagiarized writing is presented to a USAIS instructor, it deceptively leads the instructor to believe the writing is the student's product when in reality it was written by someone else. Such deception violates the USAIS honor code. If the instructor concludes that a student committed plagiarism on an examination or assignment, the instructor will forward all available evidence through the chain of command to the Director.

(4) Violations. Honor code violations are punishable under various provisions of the Uniform Code of Military Justice (UCMJ) and/or a student may be referred to an Academic Faculty Board for the offense IAW USAIS Reg 351-10.

b. Procedures for Violations.

(1) Both students and instructors must report suspected honor code violations to the first-line supervisor of the student concerned. The first-line supervisor receiving the report will collect all available evidence, including witness statements, and immediately forward this information to the Director, CATD.

(2) If, after reviewing all available evidence, the SGI, Team Chief, or Chief of Tactics believes an honor code violation has occurred, he will immediately refer the matter to the Director and will forward a comprehensive written report, to include witness statements, to the Director within 48 hours of the initial report.

(3) Upon receipt and review of the suspected honor code violation, the Director may then refer the student concerned to a faculty board using the procedures outlined in paragraph 12g, USAIS 351-10. Before the Director refers such student to a faculty board, he will notify the student in writing that the student is suspected of committing

an honor code violation; that the student is being referred to a faculty board; and that the faculty board may recommend to the director that the student be relieved from the course. If declared a nongraduate by the Director, the student shall receive an adverse AER reflecting the honor code violation.

(4) In cases where a faculty board recommends relief of an IMS to the Director, the director's decision to declare the IMS a nongraduate is subject to final approval by the Security Assistance Training Field Agency (SATFA). The Director is also responsible for notifying SATFA, via ISTD, as soon as a student is suspected of an honor code violation.

## 7. ABSENCES.

### a. Absence from Instruction (Except IMS).

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

(2) The company commander is the approval authority for all leaves.

(3) MC3 student passes will be processed in the following manner:

(a) A pass for four hours or less—approved by the small group instructor (SGI).

(b) A pass for more than four hours and up to one day—approved by the team chief.

(c) A pass for weekend/holiday—route through SGI and team chief, approved by company commander.

(d) Any requested absence longer than 4 days must be approved leave, routed through the company. Students will not be authorized a '5 day pass.'

(4) Students will submit all requests for leaves, except in emergencies, at least seven days in advance and will include the time frame/events to be missed, and a justification for the absence.

(5) Commanders or the Director may impose more restrictive leave or pass policies provided they comply with the provisions of AR 600-8-10, Leaves and Passes.

### b. Religious Accommodation.

(1) USAIS accommodation of IMS religious practices shall comply with the provisions of DA Pamphlet 600-75, Accommodating Religious Practices, and paragraph 5-6, AR 600-20, Army Command Policy. In brief, Army policy is to accommodate religious practices when they will not have an adverse impact upon the military mission, to include the training mission. Unit commanders are encouraged to accommodate the unique religious worship requirements of their soldiers, including IMS, when mission requirements permit. However, accommodation of a student's religious practices cannot be guaranteed at all times but must depend on military necessity.

(2) Requests for accommodation of religious practices may be denied if they conflict with critical training events, including written examinations or hands-on performance evaluations, which are course critical.

d. Make Up Instruction Due to Excused Absences. The student, not the academic directorate, is responsible for making up academic instruction prior to an examination. The student can arrange make-up instruction by contacting the particular directorate or instructor and requesting material or supplemental instruction. Assistance may be in the form of issued instructional material or informal directorate highlights of key training objectives. Missed classes will not be re-taught and scheduled written examinations or hands-on performance evaluations will not be rescheduled solely because a student missed periods of instruction covered by the examination or evaluation.

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

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

(2) The Director, on a case-by-case basis, may excuse individual students from making up written examinations, hands-on performance evaluations, or assignments missed due to authorized absences. If justified, the student may receive credit for the missed examination, evaluation or assignment, subject to the determination that such credit will not place the student at an unfair advantage or disadvantage. Only the Director is authorized to grant this credit.

(3) Students who arrive less than 30 minutes late for a scheduled examination, evaluation, or assignment, due to an excused absence, may be permitted to participate at the discretion of the instructor. Students who arrive more than 30 minutes late, due to an excused absence, will not be permitted to participate. In either case, students who do not participate due to an excused absence must reschedule the examination, evaluation, or assignment in accordance with paragraph 7.e.(2) above.

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

(1) Students absent from an examination, evaluation or critical course assignment due to an unexcused absence will receive a grade of zero or NO-GO for the evaluation or assignment.

(2) Students who receive a zero or NO-GO due to an unexcused absence may be referred to the Director for possible administrative or disciplinary action.

g. Extended Absences.

(1) A student who, due to an excused absence, misses two or more written examinations, hands-on performance evaluations, or critical course assignments will be referred to the Director for possible administrative action including referral to a faculty board.

(2) The Director, CATD may permit the student to:

(a) Reschedule the examination(s), evaluation(s), or assignment(s), or

(b) Receive credit for the missed examination(s), evaluation(s) or assignment(s), subject to the determination that such credit will not place the student at an unfair advantage or disadvantage. Only the Director is authorized to grant this credit.

8. EXAMINATIONS AND EVALUATIONS. Students must take all examinations unless granted an exemption under the provisions of USAIS Regulation 351-10.

a. Grading. The minimum passing score for all examinations is 75 percent (65 percent for IMS). Examinations and quizzes with allocated points will determine a student's academic average. Examinations assessed as GO/NO-GO do not factor into the academic average.

b. Retest. Only course critical subjects will be re-tested. One retest will be authorized after retraining. The maximum attainable score on a retest for purposes of computing the student's academic average is 70 percent or a GO on applicable GO/NO GO events. It is the student's responsibility to attend all scheduled re-tests. Students who fail or have an unexcused absence for a retest may be referred to a faculty board and subsequently declared non-

graduates. In exceptional cases, students may request an exception to policy for additional re-tests of a course critical task from the Director through their team chief.

#### 9. ACADEMIC EVALUATION REPORTS (AERs).

a. Under the provisions of AR 623-1, Academic Evaluation Reporting System, SGIs will prepare an AER for each student in their seminar based upon if the student exceeded (Commandant's List only), achieved, marginally achieved, or failed to achieve course standards based upon the student's overall performance. The report will indicate demonstrated performance in the areas of written and oral communications, contribution to group work, research ability, and leadership skills based upon performance if placed in a designated leadership position. Additionally, the report will indicate whether the student meets standards for body composition and physical fitness. SGIs will provide comments regarding demonstrated potential for service as a company commander, battalion staff officer, and brigade staff officer.

##### b. Procedure.

(1) AERs are prepared by the SGI and the team chief will review them. The rating chain will complete AERs in accordance with AR 623-1 and forward all AERs to ARB not later than class graduation. Reviewing officers will distribute student copies of AERs. Individual copies of AERs that are forwarded to ARB must be accompanied by a valid mailing address (to include zip code or APO).

(2) AERs containing adverse or derogatory information will be referred to the rated individual by the reviewing official for acknowledgment and or comment in accordance with procedures outlined in paragraph 1-13, AR 623-1. The circumstances related to the adverse or derogatory information must be fully explained in item 16, Comments. Item 13 will be left blank on AERs for students relieved from a course of instruction for administrative rather than adverse reasons (for example, medical, compassionate, or hardship reasons), and the report need not be referred to the rated individual.

10. INFORMATION SYSTEMS REQUIREMENTS. MC3 students are strongly encouraged to bring a personal computer. Students will be issued a CD-ROM with all course publications as well as course materials. Most files on the CD-ROM are Microsoft Office based primarily using Microsoft Word, Excel and PowerPoint programs. For best results in accessing all materials it is recommended that these users download the [Word viewer](#) and the [PowerPoint viewer](#) if you do not own Microsoft Office and also [Adobe Acrobat Viewer](#) for viewing many Field Manuals and other doctrinal publications. Internet access is also an essential resource as it serves as a reference point for research for course requirements.

\*Note: All links to non-US Government sites or services are provided solely for user's convenience. Use of such links on the MC3 web site is not an endorsement of or warranty of the services provided by such sites, nor does the Department of Defense exercise any responsibility over the content of such sites.

11. PRE-COURSE STUDY REQUIREMENTS. To assist students to prepare for MC3 the following pre-course study is strongly recommended:

Student Tactics CD:

Lesson A0 – CALD: advance sheet and slide shows

Lesson A1 – Infantry Company Offense / Defense and Troop Leading Procedures: advance sheet and slide shows

Doctrinal References:

FM 1-02 – Operational Terms and Graphics

FM 3-0 – Operations

FM 3-21.10 – The Infantry Rifle Company

All student advance sheets and study/reading requirements, including access to applicable reference manuals, are available on the MC3 Student CD package. Students are advised that previous editions of MC3 entrance examination study guides are not endorsed by the course director and may not accurately reflect current doctrine,

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references, symbology and testable material.

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