

ARMY MANAGEMENT STAFF COLLEGE



ACADEMIC GUIDE

FOR THE

CIVILIAN EDUCATION SYSTEM

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DEPARTMENT OF THE ARMY
ARMY MANAGEMENT STAFF COLLEGE
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The Army Management Staff College (AMSC) provides this Academic Guide for students and faculty. It was prepared under the direction of the Dean of Academics and is intended to be used during the distributive Learning (dL) phase, as well as, the resident phase at the college. It provides the processes and procedures used by AMSC in an academic environment.

Every effort has been made to insure that this guide accurately describes the procedures as they are. It has also found great utility as a reference for those who actually use and "run" the organizations, systems and processes described.

Table of Contents

STATEMENT OF STUDENT RESPONSIBILITY.....	4
Support Services for the Belvoir Campus.....	4
Questions (Belvoir).....	4
Support Services for the Leavenworth Campus.....	4
Questions (Leavenworth).....	5
History.....	5
Background.....	6
Purpose.....	7
Mission.....	8
Vision.....	8
Goals.....	8
Values.....	9
ACE Credit Equivalencies.....	9
Articulation Agreements.....	9
Accreditation.....	9
Team Leader.....	10
“Rules of the Road”.....	10
Operational Security (OPSEC).....	10
Security and Safety.....	11
Resident Class Schedule.....	12
Identification Badges.....	12
Survey Instruments.....	13
Accountable Items.....	

Use of Photocopy Equipment, Fax, Computer, etc.....	13
Use of Electronic Media.....	13
Educational Philosophy.....	14
Approach.....	15
Inquiry-based Learning (IBL).....	15
Executive Core Qualifications for Senior Executive Services.....	15
Classroom Activities.....	16
Professional Conduct and Appearance.....	16
Guest Speaker Guidelines.....	17
Non-Attribution Policy.....	18
Recording Policy.....	19
Academic Policy and Procedures.....	20
AMSC Honor Code.....	20
Academic Integrity.....	20
Attendance Policy.....	22
Homework and Outside Preparation.....	23
Student Evaluation, Testing, & Assessment.....	23
Academic Records.....	24
Graduation Requirements.....	25
Attrition.....	25
Academic Attrition.....	25
Administrative Attrition.....	25
Misconduct and Disciplinary Actions.....	25
Honor Code Violations.....	26
Violations of Copyright.....	26

Violations of the Non-attribution Policy.....	26
Dismissal.....	26
Compassion.....	27
Resignation.....	27
Good Standing.....	27
Assignments.....	27
Deferral.....	28
Academic Remediation.....	28
Academic Boards.....	28
Students with Disabilities.....	32
Eligibility.....	32
Documentation.....	32
Accommodations.....	32
Your Rights.....	32
Your Responsibilities.....	32
Support Services.....	33
Ask Questions.....	33
Emergencies Situations and Evacuation Procedures.....	34
Faculty Response.....	34
Keyword “RACER”.....	34
Disabled Occupants.....	35
Notification System.....	35
Emergency Contact Rosters.....	36
Support to Local Nationals Attending CES Courses.....	38

STATEMENT OF STUDENT RESPONSIBILITY

We are a learning team and share responsibility for your education. We are committed to providing you the program, curriculum, and assistance that you need to succeed while you are a Civilian Education System (CES) student of the Army Management Staff College (AMSC). You are responsible for preparing for learning, studying, writing papers, preparing for briefings, completing assignments on time, participating in team activities and group work, and knowing AMSC regulations and Civilian Education System (CES) program requirements. Read the *Academic Guide* and be prepared by knowing the regulations and requirements outlined within.

We are committed to creating and sustaining a learning organization that facilitates academic development and professional development. We expect that each student in the CES program will:

- Be honest and always remain ethical.
- Demonstrate respect for self.
- Demonstrate respect for others.
- Demonstrate respect for the principles stated as Army values in FM 6.22.
- Demonstrate respect for Department of the Army and AMSC policies.

We want to guarantee your right to learn while protecting the fundamental rights of all. The concept of rights and freedoms carries with it corresponding responsibilities for which you are accountable. These responsibilities require you to:

- Be open to new ideas.
- Invest in your own career.
- Participate in all online and/or resident phase sessions.
- Use available resources.
- Complete assignments accurately and on time.
- Be at the right place at the right time.

Support Services for the Belvoir campus

AMSC offers a variety of services that can be coordinated with Fort Belvoir and the local area. For additional information, go to website at <http://www.belvoir.army.mil/>

Questions (Belvoir)

Address your questions to: Registrar email: amscregistrar@conus.army.mil

Support Services for the Leavenworth campus

AMSC offers a variety of services that can be coordinated with Fort Leavenworth and the local area. For additional information, go to website at <http://garrison.leavenworth.army.mil>

Questions (Leavenworth)

Address your questions to: Registrar email: amscregistrar@conus.army.mil

GENERAL INFORMATION

HISTORY

AMSC has been in the forefront of Army Civilian Leader Development for over 20 years. Our history began in 1985 after the Army concluded that civilians in or entering into leadership positions were ill-prepared for the challenges they faced, while their military counterparts received leadership training in military staff and senior service colleges. The Army needed a comprehensive program to educate military and civilian leaders in Army-specific subjects geared to the sustaining base. These factors led to the creation of two related efforts—AMSC at Fort Belvoir, Virginia, and the Civilian Leader Development Division (CLDD) in the Center for Army Leadership at Fort Leavenworth, Kansas.

AMSC offered an integrated resident program to civilians called AMSC. CLDD offered the Organizational Leadership for Executives course and then the Intern Leader Development Course and Leadership Education and Development.

Names and missions changed over the years. In 1989, CLDD was changed to the Civilian Leadership Training Division (CLTD) to accurately reflect its mission. AMSC as a course was changed to Sustaining Base Leadership and Management when the Garrison Precommand and General Officer Installation Command Courses were added in 1994. In 1997, our Command Programs office piloted the Garrison Command Sergeants Major Course. After the September 11, 2001 terrorist attacks, the Army required a number of changes for anti-terrorism and force protection measures worldwide, and as a result the Installation Force Protection Exercise program was launched in October 2006.

In 2005, CLTD merged with AMSC to develop the Civilian Education System (CES) leader development courses for the Army Civilian Corps. AMSC and CLTD both brought an excellence in teaching thousands of Army leaders. The merge has resulted in a wealth of expertise that will only serve to intensify the educational experience for the Army Civilian Corps and magnify the success of CES for the Army. CES provides enhanced leader development and education opportunities for the Army Civilian Corps (ACC) and officially launched January 22, 2007.

On 17 January 2007, TRADOC transferred three online courses, Action Officer Development Course (AODC), Supervisor Development Course (SDC), and Manager Development Course (MDC) to the new CES program. AMSC added a new course to the suite of CES courses with the addition of the Continuing Education for Senior Leaders (CESL) course. The first two iterations of CESL were piloted 10-14 September 07 and 3-7 December 07.

In January 2008, AMSC offered the Directorate of Plans, Training, Mobilization, and Security Course for directors, operations officers, plans officers, and Security officers. In March 2008, AMSC offered the Anti-terrorism/Force Protection Level IV Executive Seminar for Army colonel garrison commanders.

AMSC faculty and staff are excited to be a part of evolving leader development for the Army, DoD, and other Federal Government leaders. Through CES, Command Programs, and Research Services, AMSC is consistently *Transforming Leaders through Education*.

BACKGROUND

AMSC CES Program provides graduate-level professional development - knowledge, skills, and perspectives across functional areas for leaders and managers who serve or will serve in the Army's transformed sustaining base.

CES is a progressive and sequential leader development program that provides enhanced educational opportunities for the ACC throughout their careers. Army Civilians will become multi-skilled, agile leaders of the 21st Century who personify the Warrior Ethos in all aspects from war fighting support, to statesmanship, to enterprise-level business management.

CES provides eight courses for civilian development—Foundation Course, Action Officer Development Course, Supervisor Development Course, Basic Course, Intermediate Course, Manager Development Course, Advanced Course, and Continuing Education for Senior Leaders. Each level provides the groundwork for the next level of education. The method of delivery is a combination of distributed Learning (dL) and resident instruction. The CES Program is a pass / fail program.

The four major underpinnings of CES courses:

- **Student Centered**
The curriculum is designed to focus on the transfer of knowledge using the Army's Lifelong Learning Philosophy, with the emphasis on leader development. This focus encourages students to incorporate "self-responsibility" as a key element in professional leader development.
- **Problem Based**
The curriculum is designed to provide students with "real world" issues and problems that they will encounter as direct or indirect leaders. Through collaborative learning opportunities with other leaders, students will develop or enhance additional skill sets to be more effective leaders.
- **Experiential**
Using an experiential education methodology through activities and reflection, students are allowed to "practice" the new skills in an environment that minimizes risk, encourages participation, and offers immediate feedback.

- **Inquiry Based**

The underlying theoretical foundation of the CES curriculum is Inquiry Based Learning (IBL). Key elements of the IBL method are questioning skills, critical and creative thinking, and problem solving, research, analysis, flexibility, and adaptability.

PURPOSE

The AMSC serves three basic purposes. *First*, in support of the Army Civilian Training, Education, and Development System (ACTEDS), it educates Army civilian and military leaders to assume leadership and management responsibilities throughout the transformed generating force. *Second*, it promotes understanding among civilian and military leaders, which enhances the cohesiveness of the Army. *Third*, it adds to the body of transformed generating force knowledge through research and assessment, thus acting as a resource to the ACC it serves.

Program Purposes:

- 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.

MISSION

Educate and prepare the Army Civilian Corps and military members for leadership and management responsibilities throughout the Army

Act as executive agent for the Army Civilian Education System curriculum

Conduct research and provide solutions to the Civilian Corps and Installation Management communities

VISION

The Innovative Center for Lifelong Leader Development

GOALS

Produce graduates who can lead and manage organizations

Provide a positive environment conducive to learning

Recruit, support, develop, and retain a highly qualified workforce

Provide quality research and outreach for our customers

VALUES

Excellence - We promote high standards and are committed to knowledge development by taking initiative and expressing and respecting innovative ideas.

Communication - We encourage the open and honest exchange of diverse ideas and thoughts by actively listening for understanding, showing mutual respect, and collaborating to further creativity and trust.

Community - We recognize the importance of people and show concern for their health and welfare by respecting differences, caring in trying times, and sharing in joyous occasions.

Professionalism - Our actions include maintaining the highest standards of conduct, treating each other with respect, and exhibiting competency.

ACE Credit Equivalencies

To give you the opportunity to apply your AMSC education in more than one location and to get more than one output for one product, the American Council on Education College Credit Recommendation Service (ACE CREDIT) evaluates our CES programs. AMSC anticipates an assessment of the CES program for college credit by Fall 2008.

ARTICULATION AGREEMENTS

AMSC's legacy program has direct articulation agreements with the following institutions of higher learning. To determine how previous work at AMSC can be converted to College credits at any of the following universities, visit their websites or contact the university directly.

American Military University (AMU)
<http://www.apus.edu/AMU/home/AMU/>

Capella University
<http://www.capella.edu>

Central Michigan University (CMU)
<http://www.cel.cmich.edu>

National Louis University (NLU)
<http://www.nl.edu/>

Strayer University
<http://www.strayer.edu>

University of Maryland University College (UMUC)
www.umuc.edu

Webster University
<http://www.webster.edu>

ACCREDITATION

AMSC was accredited by the Council on Occupational Education (COE) in June, 2002. COE is a national accrediting agency that is committed to assuring quality and integrity in career and workforce development. The Council is the successor to the Commission on Occupational Education Institutions, founded in 1971 as a regional accrediting agency of the Southern Association of Colleges and Schools.

In February, 2005, the Board of Directors of the Commission on International and Trans-Regional Accreditation (CITA) approved the COE as a member of its Alliance. The Council's current membership is approximately 450 candidate and accredited institutions.

In May, 2008, AMSC received "Full Accreditation" as an accredited Army School. Assessment was performed by the United States Training and Doctrine Command Quality Assurance Team. Accreditation is applicable for three years.

TEAM LEADER (TL)

You will be assigned to a variety of learning teams in the CES program and assigned a TL during the resident phase of your assigned course. Providing you with an atmosphere conducive to learning as well as detailed feedback, the TL responsibilities include teaching, coaching, counseling, mentoring, and assessing. Your TL will be the primary point of contact for all academic and administrative issues. You should first discuss your needs or problems with your TL and to resolve the issue prior to using the established chain of authority.

"RULES OF THE ROAD"

You are required to complete the distributed Learning (dL) requirements of CES courses prior to attending the resident phase. Registration through the Civilian Human Resource Training Application System (CHRTAS) can be done at <https://www.atrrs.army.mil/channels/chrtas/>. The following link will take you to the dL lessons in Blackboard: <https://amsc.learn.army.mil>. For the Basic Course, the link is the following: <https://learn.eustis.army.mil>. You must have a current AKO password to access your dL lessons.

Students outside of the 50 mile radius or National Capital Region (NCR) who attend the resident phase at Fort Belvoir, are required to have a reservation at the Fort Belvoir Lodging (Knadle Hall) on your authorized arrival date. AMSC help desk contact information is 703-805-4461, DSN: 655 or email: amscregistrar@conus.army.mil

If you attend the resident phase at Fort Leavenworth, you are required to report to Fort Leavenworth Lodging (Hoge Barracks) on your authorized arrival date. Registrar contact information is Tel: 913-758-3506 or DSN 585-3506 or email: amscregistrar@conus.army.mil

You share responsibility with other students for the general cleanliness of the lecture hall, auditoriums, and seminar rooms. *You may bring only bottle water in the Lecture Hall/auditorium or have in the foyer of Building 247.* Seminar rooms are your home base. Remove trash from the desk areas daily. Books, notes, and personal study materials may be left in assigned seminar rooms during the class day. However, you are responsible for the books, materials, or equipment that you have been issued or have signed out. (Note: Lecture Hall is at the Belvoir campus)

******Please smoke only in designated smoking areas******

OPERATIONAL SECURITY (OPSEC)

Everyone is a target in the war on OPSEC and shares responsibility with others to protect and safeguard sensitive information that may be useful to our enemies, both foreign and domestic. OPSEC is everyone's responsibility. During your stay at AMSC, some key points to assist you in remaining vigilant in the area of OPSEC and protecting sensitive information include to:

- Ensure all sensitive documents and other FOUO items are properly disposed of or safeguarded.
- Use encryption device and digital signature when sending sensitive information via network devices.
- Do not put any government information on your personal computer.
- Safeguard all sensitive information by ensuring documents are properly covered when visitors are present.

- Properly secure documents or properly lock office when working with documents in your control.
- Secure your laptop when stepping out by logging out or locking the computer screen.
- Secure your CAC card when leaving the area.
- Ensure files or doors are locked and sensitive documents are properly secured when leaving the area.
- Protect personnel by giving sensitive information only to authorized personnel.
- Remember it is everyone's responsibility to report any violation or perception of a violation to your supervisor and/or OPSEC Officer at AMSC.

SECURITY & SAFETY

You share responsibility with other students for the security of your seminar room, the lecture hall, the computer center, the library, and the fitness center—indeed, all AMSC buildings and facilities.

Fort Belvoir

The buildings open at 0600 and lock at 1700. You have access to the buildings after duty hours but you must ensure that doors lock behind you. Some doors may need an extra tug or push to close properly. The normal rules for a secure and safe environment apply. Do not leave valuables unattended. Know the location of and route to meeting points in case of fire/emergency drills (See Emergency Situations and Evacuation Procedures). Please report problems or other safety/security observations immediately to faculty or the building manager located on the first floor, Room 1703.

Fort Leavenworth

Eisenhower Hall is opened Monday through Friday at 0600 and locked at 1800. Eisenhower Hall is closed on the weekend and Holidays. The Combined Arms Research Library (CARL) hours are Monday through Thursday 0700 - 2100; Friday 0700 - 1630; Weekends 1000 - 1700. The normal rules for a secure and safe environment apply. Do not leave valuables unattended. Know the location of and route to meeting points in case of fire/emergency drills (Emergency procedures are posted in each classroom). Please report problems or other safety/security observations immediately to faculty so that they can report to the appropriate personnel.

RESIDENT CLASS SCHEDULE

Some programs offer course schedules online. However, we will provide a schedule of the resident programs when you arrive on site. It identifies class times, locations, guest speaker presentations, and special events. The schedule is only a guide and is *subject to changes*. Faculty will keep you apprised of schedule changes.

IDENTIFICATION BADGES

You will receive a student identification badge during in-processing. Wear your badge during all scheduled events and at all official AMSC functions. Wearing your identification badge facilitates communication with staff, faculty, other students, and guests of AMSC.

SURVEY INSTRUMENTS

We administer surveys throughout the program that cover a broad range of issues including academic, administrative, and quality of life. We use your feedback to improve the courses. We expect you to participate in the survey process. We hold surveys in the strictest confidence and report data only in aggregate form. Responses should be candid and professional.

ACCOUNTABLE ITEMS

During seminar in-processing, we issue you a number of books and learning materials. Some books may be kept by our students and some books must be returned at the end of the program. TLs will provide a list of books that must be returned.

USE OF PHOTOCOPY EQUIPMENT, FAX, COMPUTER ETC.

AMSC makes government photocopy equipment, fax machines, computers and other office equipment available for use contingent upon the following:

Use equipment only in discharging responsibilities associated with the curriculum, class leadership, or sanctioned College activities.

Treat equipment with care and respect, and utilize it only for official use.

Do not connect any personal laptops into the AMSC network. Connecting personal laptops is a violation of Army policy. The DOIM monitors the Army network and all incidents are reported to NETCOM and the violating organization's chain of command.

Fort Belvoir Campus

- Use only equipment in seminar, Student Services, or equipment indicated for student use.

Fort Leavenworth Campus

- Photocopy equipment is located outside of Classroom 351 A/B and Classroom 354 A/B. The copy machine requires an access code that faculty can provide.

- Fax machine is located in Room 373. Please ask your faculty for assistance with office equipment. A fax machine is also available at the reception desk at Hoge Barracks.
- Computers for student use are located in each classroom, CARL Library, and the Business Center at Hoge Barracks.

****** Misuse, misapplication, or willful damage and disregard of the above may result in involuntary administrative separation from the CES Program. ******

USE OF ELECTRONIC MEDIA

Use appropriate language, tone, and quality of communication over e-mail or other electronic media.

Misuse of Internet, e-mail, or other electronic communication—to include hacker or hacker-like activities, accessing or sending pornographic materials, and libelous language—will result in involuntary administrative attrition.

Misuse of the web also includes mass emails and chain emails.

Use of cell phones, Blackberry, and Bluetooth, etc. is not authorized at any time in the classroom.

EDUCATIONAL PHILOSOPHY

APPROACH

The CES Program approaches education through broad-based leadership, management, decision making, and integrative knowledge of the Army, especially its existence in a dynamic world environment. The program emphasizes education over training.

The CES Program demands much from you—full attention, full capacity learning, and full capacity participation. The program seeks to instill a "life-long" learning philosophy. AMSC is not intended to be an end unto itself—it is intended to greatly enhance your learning abilities and interests. Those abilities and interests will help you keep current and ready to recognize, analyze, evaluate, and apply the changes that come with increasing frequency in our environment.

The CES Program's educational philosophy is learner- and peer-focused and practice-oriented. The program features multiple opportunities for life-related, problem-centered, consequential, critical thinking. The emphasis is on how to think, not what to think.

Group discourse and group work for individual learning reinforces the focus on peers. In small groups, you will relate program material to your prior experience and learning as well as benefit from the experience of others. The groups serve to facilitate professional development as you learn about your own skills of leadership, teamwork, and interpersonal influence.

Inquiry Based Learning (IBL)

What is IBL? This methodology places the student in an immersive/experiential learning activity with an authentic, contextual problem. IBL focuses on solving realistic problems. Students must use the following skills to "solve" the problem: research, analysis, critical and creative thinking, problem-solving, team and consensus building, and conflict management. Students are assessed through the use of 1) pre & post tests for content areas and 2) observations of leader behaviors exhibited in the problem-solving/IBL exercises.

EXECUTIVE CORE QUALIFICATIONS OF THE SENIOR EXECUTIVE SERVICE (SES)

The Army Management Staff College prepares selected Army Civilian and Military leaders to assume leadership and management responsibilities throughout the generating force. One of our graduates may one day be the Senior Executive leading the organization. Some CES Program graduates are already in the SES. The Office of Personnel Management (OPM) defines certain core qualifications needed by senior executives. Currently, there are five Executive Core Qualifications (ECQs) for the SES program—

1. Leading Change
2. Leading People
3. Results Driven
4. Business Acumen
5. Building Coalitions

For more information about the ECQs and SES program, view this Internet site:
<http://www.opm.gov/ses/ecq.html>

CLASSROOM ACTIVITIES

To afford the proper customs and courtesies to all facilitator, please observe the following procedures.

- Turn off all watch alarms, beepers, cellular telephones and similar instruments.
- Be seated at least 5 minutes before the scheduled time, and do not leave your assigned seat until properly excused. If you have special problems and must leave the class out of cycle, coordinate with your faculty for alternate seating arrangements.
- Please keep your question short and focused. If you must ask a follow-up question, please request the microphone again by raising your hand.
- Speak loudly and clearly so everyone can hear you.
- Avoid asking multiple part questions.

PROFESSIONAL CONDUCT AND APPEARANCE

Although there is no "official" Government wide, Army policy addressing dress, appearance, and hygiene of civilian employees, AMSC is responsible for promoting a safe and wholesome environment that is conducive to learning. AMSC staff, faculty and students are expected to comply with reasonable dress and grooming standards based on comfort, productivity, health, safety, and type of position occupied. When clothing such as coats and ties create discomfort during hot weather and in places where cooling is minimized to conserve energy, the requirements should be modified or eliminated.

AMSC requirement for specific civilian dress and appearance is that inappropriate dress contributes to a nonproductive or disruptive work or study environment.

Wear appropriate business attire. The dress code is business attire for most guest speakers. (Do not remove your jacket unless invited to do so by the Guest Speaker.) Your class leadership may upgrade the dress code at their discretion.

The AMSC leadership may request that behavior that has the potential for a negative impact in the classroom or study environment be corrected immediately. Intentional

failure to follow such a directive will be viewed as a failure to comply, which may form the basis for additional corrective actions to resolve workplace or classroom disruption, or harm to the image of the agency or the Government.

Professional conduct is a mandate during your stay at the AMSC. Unprofessional conduct will not be tolerated at any time under any circumstances and can be grounds for dismissal.

GUEST SPEAKER GUIDELINES

AMSC invites various key leaders and managers to speak to enhance the program and provide you with current Army events as they are happening. Most speakers represent a specific link to our curriculum. As the senior leader of their organization, they represent the official position or policy of the Army.

Every effort is made to ensure an opportunity for speakers to answer your questions. You have a variety of responsibilities during guest speaker sessions. Be prepared to ask questions using the rules of critical thinking. Challenge the guest speaker with questions of interest to the program of study and to other students. Welcome opposing perspectives. Make the speaker feel welcome, and present the image of the consummate professional in dress and in behavior. More guidance is provided in the section on non-attribution.

To afford the courtesies befitting the rank and stature of AMSC guest speakers, please observe the following procedures.

- Turn off all watch alarms, beepers, cellular telephones and similar instruments.
- Be seated at least 5 minutes before the scheduled time, and do not leave your assigned seat until properly excused. If you have special problems and must leave the lecture hall out of cycle, coordinate with your faculty for alternate seating arrangements.
- Rise when the speaker is announced, and be seated as directed.
- Applaud when the guest speaker is introduced.
- When asking questions, stand, identify yourself, your organization, and its location—not your seminar; ask your question and be seated. Ask one question at a time. You will be handed a microphone to ask your question so that everyone hears the question as well as the answer. Please keep your question short and focused. If you must ask a follow-up question, please request the microphone again by raising your hand.
- Speak loudly and clearly so everyone can hear you.
- Avoid asking multiple part questions.

- Remember the Non-attribution Policy (see below)!
- Applaud when the guest speaker finishes.
- Rise and applaud when the student representative expresses the "thank-you" for your class.
- Remain standing at your assigned seat until we escort the Guest Speaker from the lecture hall.

Please volunteer to introduce a guest speaker. If we cannot find a volunteer, we will assign one. We will provide seminars with the names of guest speakers for this purpose. Each seminar may select its own volunteers. Protocol will provide background information on the speaker to help you prepare your introduction. Keep it short, relating the speaker's expertise to the topic or area under discussion. You will have an opportunity to meet the speaker in the Protocol Office before the presentation.

Faculty will also select volunteers to thank guest speakers. This is an additional opportunity for you to meet a speaker.

NONATTRIBUTION POLICY

One aspect of learning requires open expression of thoughts and opinions in an atmosphere of academic freedom. To obtain open expression requires trust that those thoughts and opinions will not appear subsequently in other environments where the speaker may encounter consequences if those remarks are attributed to that speaker. The College is responsible for safeguarding this privilege of open, frank discussion—for upholding this covenant of trust. AMSC's policy of non-attribution during guest speaker sessions demonstrates our commitment to fulfilling that trust and enhances the educational value of our Guest Speaker Program. To facilitate candid expression and learning, the non-attribution policy applies to all AMSC programs and sessions.

No AMSC student, faculty member, or visitor may attribute anything a guest speaker says during an AMSC presentation to a specific speaker. No AMSC student, faculty member, staff member, or visitor may discuss specific statements from any lecture or question-and-answer period in any way that would identify by name, rank, position, title, or other characteristics associated with the speaker who made those statements.

The name or other identifying features of a previous guest speaker are not to be used when asking questions of or making comments to a later speaker.

Nothing a guest speaker says is to be attributed to the speaker during discussions, writings, or other discourse with any government or private-sector person, forum, publication, medium, or in any other way.

One exception to this policy exists: During scheduled academic events at AMSC when no other persons are present, AMSC faculty members and students may associate remarks with an identified guest speaker when doing so significantly aids learning at that time and place.

RECORDING POLICY

Consistent with non-attribution policy, attendees at AMSC guest speaker presentations will not record them verbatim, by any means, without written permission in advance from the guest speaker. Accordingly, students, faculty members, staff members, and visitors will not bring audio or video recorders into any session. Bringing such equipment without express and advance written permission to record will be viewed as intent to record without permission, which constitutes an honor violation by students and an integrity violation by others.

Occasionally, the Commandant may desire to record or videotape selected guest speakers for use in other College programs or activities. The Commandant will obtain permission for such recording from the guest speaker or trusted agent. Recorders/operators will be identified in such cases to the guest speaker. No student or visitor should infer that he/she may also record in such circumstances.

Students or visitors who wish to record or video tape any presentation, discussion, counseling, or similar event given by an AMSC faculty member, staff member, fellow student, or visitor must obtain permission in advance from the presenter.

ACADEMIC POLICY AND PROCEDURES

AMSC HONOR CODE

The Army Management Staff College is committed to Army values as outlined in [FM 6.22, Army Leadership](#). Inherent in these values is integrity and ethical conduct. During the registration process, you provided your initials affirming your commitment to the honor code. 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 whether online as a part of the dL material or in the resident phase. 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, team leader, Course Director, Academic Program Manager, Dean, or 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 advisor when I observe academic dishonesty. I have recourse to the Team Leader, Course Director, Academic Program Manager, Dean, 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.

Academic Integrity

Students in this class and in all courses at the Army Management Staff College are expected to uphold the highest standards of academic integrity. Cheating, plagiarism in written work, receiving and providing unauthorized assistance, and sabotaging the work of others is among the behaviors that constitute violations of academic integrity. You are expected to be familiar with this policy. If you have questions about specific assignments and need additional clarity, be sure to check with the instructor who can also define forms of cheating and the procedures for dealing with violations. The trust between the instructor and the class depends on your acceptance of this essential principle of behavior in the College. Do your own work and do not provide unauthorized assistance to others and you will find this course more rewarding. Copying from other students or sharing answers to online tests are frequent forms of cheating. Again, do your own work and do not provide unauthorized assistance to others.

You are encouraged to:

- Turn in work that is done alone or with the help of the course staff.
- Turn in one assignment for a group of students, when group work is permitted.
- Discuss course work with other students, unless explicitly disallowed, and then separately implementing the details of problems, with acknowledgments of the other students involved in the discussion.

You may ask instructors to provide a style sheet that defines paraphrasing and plagiarism, explain when citation is necessary, and provide models for correct citation.

Examples of indicators that cheating or plagiarism may have occurred---an average student hands in a sophisticated and error-free paper; footnotes do not match the cited text; there isn't a single footnote or quotation mark; topic does not match the assignment; certain passages sound familiar; type face on the title page does not match type in the body of the paper; or the paper is a photocopy but the title page is an original.

Actions faculty may take to reduce risk of cheating may include:

- Checking ID's against the roster assures that no "ringers" are taking exams for properly enrolled students.
- Separating students as far a part as possible so that the possibility of cheating is reduced.
- Assigning seats for exams so that they can identify students whose behavior is inappropriate and discourage students who know each other well from collaborating.

- Using software to scan student paper for plagiarizing original work, etc.
- Using Learning Management System (LMS) software to detect patterns associated with online cheating.

Actions faculty will take when suspected cheating has occurred will include:

- Not making accusations without the facts or spreading rumors.
- Conducting preliminary inquiry and notifying the Dean in a timely manner of the possible breach of academic integrity.
- Further developing the situation by gathering more facts and providing written comments to the Dean or designated representative within 24-96 hours of the occurrence.
- Recommending courses of actions to the Dean as part of the written report.
- Supporting the Academic Board if proceedings are recommended and providing the copy of your written report to the Chair.
- Ensuring the inquiry or Academic Board findings are collected, archived, and kept confidential.

ATTENDANCE POLICY

It is mandatory that you attend all scheduled activities, unless properly excused. Unexcused absences or tardiness will not be tolerated. You may be subject to administrative action and/or Academic Board action based on an unexcused absence or tardiness. *You must resolve commitments that conflict with the College schedule before arriving. In emergency situations, certain learning activities may be missed without being required to drop the course, while other learning activities are mandatory.*

Except for students who reside in the National Capital Region or live within commuting area of Fort Leavenworth, you are required to be a resident *at the school* while attending the CES Program. The daily academic schedule for both campuses features 8 hours of in-class work, although the typical study day may be 12 or more hours. Typically, teams form together and execute fitness plans and participate in group exercises before or after classes and may include evenings and weekends. Team activities provide the foundation for networking, collaboration, team and relation building. These activities together translate to days beginning very early in the morning and ending very late in the evenings, so keep a positive attitude and complete graduation requirements.

The following guidance is provided for excusing you from class:

- As a general policy, *the Team Leader or Course Director will not approve an absence from scheduled academic instruction except in case of emergency.* If you are excused from a class, you are still required to satisfactorily complete all missed activities and assignments. You are responsible for making arrangements with your Team Leader to complete your missed work.
- Except in cases of emergency, you will submit a request for leave, in writing, to the Team Leader. 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 activity or if the anticipated period of absence is in excess of 1 hour, the request must be submitted to the Team Leader for approval.
- In the event of an emergency that may cause you to be absent from class, you must contact your Team Leader. If you cannot reach your Team Leader, you must contact another Team Leader, or Course Director, or another responsible College official with information concerning the circumstances surrounding the emergency as soon as possible.
- If you have any further questions, refer to the emergency roster and procedures that have been issued.

HOMEWORK AND OUTSIDE PREPARATION

The CES Program is a fast-paced, intense curriculum. It is important that you "scope out" the entire workload soon after you arrive at AMSC, and program your time wisely. Be aware that team activities may be greater on some days than others.

You must be prepared for team activities, be flexible, resourceful, and supportive in your thoughts, words, and actions to maximize the learning experience for yourself and your classmates. *Satisfactory completion of all work is a requirement for graduation.*

STUDENT EVALUATION, TESTING, & ASSESSMENT

Evaluation

The CES Program provides team activities that are intellectually rigorous and includes intensive readings, oral presentations, writings, small group interactions, tests, and leader behavior assessments.

Faculty will evaluate team activities both written and oral presentations and return them to you with detailed comments and critiques. The objective of an evaluation is to give you and the team an opportunity to demonstrate the ability to analyze, synthesize, and evaluate realistic leadership issues and to demonstrate the ability to create intelligent

choices among the difficult options facing decision-makers throughout the Army. The evaluation is as much a part of the learner-centered program as team activities. Evaluation begins with the required dL and continues when you arrive at AMSC.

Testing and Assessment

1. dL testing and assessment include---

- Pre and post test. In the dL phase pre- and post-tests are a series of multiple choice questions. Students are initially directed to take a pre-test and scores presented on completion to provide student with an assessment of their knowledge of the subject prior to taking the selected module. After completing all modules, learners must achieve a passing score of 80% or better on the post-test.
- Checks on learning (COLs) are presented in various stages in the lessons to provide the learner focus and assist to keep them on track. Questions are multiple-choice and matching.

2. Resident testing and assessment include---

- Using the IBL methodology, assessments are based on a series of problems. Students know the requirements they have to complete each learning activity, which includes deliverables. The nature of IBL is such that problem-specification may be stated in broad terms and may be intentionally vague to encourage critical and creative thinking and cause students to analyze, research, and develop widely-varying solutions or results.
- Feedback of individual and team performance is provided upon completion of the learning activity. Assessments are both qualitative and quantitative.
- Qualitative assessments include presentation, teamwork, analysis process, and reflective papers. Quantitative assessment is completed using pre-post tests exams when students complete final deliverables.
- Tests are Pass/Fail.

ACADEMIC RECORDS

Your Team Leader will maintain your academic assessment. The information necessary for accurate evaluation of your performance will become a permanent part of those files. Team Leaders will maintain records of all formal sessions, including dates, times, and a summary of events. The permanent record of successful completion will be your graduation diploma. Other confirmations of graduation may be obtained by you through CHRTAS or from your training coordinator via Army Training Requirements Resource System (ATRRS).

GRADUATION REQUIREMENTS

To receive a graduation diploma, you must meet all residence and attendance requirements and pass each required evaluation with a grade of "Satisfactory."

Military students—In addition, you must meet the Army Weight/Height standards in accordance with (IAW) Army Regulations 600-9.

ATTRITION

Attrition may come as a result of AMSC leadership or student-initiated actions and includes dismissal as a result of administrative action and for reasons associated with your ability to achieve program objectives. There are two categories of attrition 1) academic and 2) administrative.

Academic Attrition

Unsatisfactory performance provides a clear indication that you do not meet the required academic standard of the CES Program. Academic attrition includes the loss of students from the CES Program due to failure to achieve minimum program objectives and standards. If you are considered for removal from the CES Program due to academic reasons, you will have an opportunity to present your case to an Academic Board.

As a general rule, disposition of academic failure will be referred by the Team Leader through the Course Director to the Dean. An Academic Board will convene if you face a possibility of expulsion. A student-initiated request for disenrollment from the CES Program does not require an Academic Board.

Administrative Attrition

Determination as to administrative attrition, which includes but is not limited to, acts of misconduct, unsuitability, attitude, honor violation, and voluntary withdrawal for the good of the service, will be referred through the Course Director to the Dean, with recommendations for disposition such as elimination.

An elimination action refers to a dismissal for cause. There are numerous reasons that may underlie dismissal for cause. Your right to due process will be provided in all cases, with full access to legal counsel.

The following reasons are recognized as types of administrative attrition:

Misconduct and Disciplinary Actions

Student release because of factors involving personal conduct includes but 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., refusal to complete requirements, harassment), or any related incidents.
- Misuse of Government resources, or abusive behavior toward 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. 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 Non-Attribution Policy

Violation of the AMSC non-attribution policy is a serious matter because it threatens academic freedom and brings into question the ethics of the individual who has agreed to abide by the policy. Your concurrence with our non-attribution policy is obtained as part of your online registration. As part of the registration process, which generally takes place 30 days prior to the start of the course, you provide an electronic signature that you agree with AMSC policy. Violation of the non-attribution policy is grounds for disenrollment from AMSC.

Dismissal

The Dean is the approving authority for all disciplinary actions that do not require an academic board or when infractions do not constitute actions for dismissal. AR 350-1 and TRADOC Regulation 350-10 tasks the Commandant, who has established precise procedures to determine how and under what circumstances students should be disciplined (and the level of discipline) or dismissed.

Compassion

You may withdraw from the program because of health, welfare, or security situations that affect you or a member of your family. Compassionate removal should be so compelling that termination from student status is in your best interest.

Unqualified release refers to a dismissal on the basis of compassionate or emergency situations. In these instances, the Program Director will verify the circumstances.

Resignation

Resignation 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 the Human Resources Command and the service member's parent unit for disposition instructions. For civilian students, the staff will contact the appropriate ACOM or organizational POC and parent unit for disposition. Resignations do not require Academic Boards.

Good Standing

A student in good standing completes all required class requirements at a satisfactory level and by the required deadline. If you engage in behavior that is cause for general dismissal, you will no longer be in good standing. If you are not in good standing, you will be given written notice specifying why you are being released and how to appeal this process. You may appeal your standing through the Program Director to the Dean. The Commandant is the final authority.

Assignments

The CES Program's duration includes the required resident and dL components. Assignments included in the dL component are part of the program's required work. If you do not complete the requirements, you may lose your good standing and be recommended for dismissal by your faculty advisor. Non-completion of an assignment is taken as an indicator of inability to keep pace with this intense program and successfully complete the requirements. The Course Director may recommend dismissal for failing to complete requirements.

Academic Remediation

If you experience difficulties in meeting the academic standards and achieving the program outcomes of the CES Program, you will have an opportunity to pursue remediation activities designed to aid in meeting the standards. However, time is limited due to the short length of time in the CES courses.

If you demonstrate unsuccessful performance required when working team products such as writing, speaking, analyzing, or problem solving, the Team Leader will initiate a remediation plan. You and your Team Leader will develop the remediation plan jointly. A copy is provided to the Course Director. The plan must meet guidance provided in the specific skill or content.

If, after remediation activities, you continue to exhibit deficiencies in a particular skill, the Team Leader will refer you to the Course Director, who will review the remediation record, speak with you, and determine whether to place you on academic probation or refer you to the Academic Board. The Course Director may offer the option of resigning. In either case, the Course Director will document the action and provide a copy to the Dean.

ACADEMIC BOARDS

The Academic Board is an advisory board for the Commandant pursuant to AR 350-1, Army Training and Education, and TRADOC Regulation 350-10, Institutional Leader Training and Education. Although any of the matters covered may be referred to a Board, the following situations are those commonly considered:

- 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 ethics violations as defined under 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.

The AMSC Academic Board is normally composed of the following:

- President.
- At least 2 other disinterested faculty or staff.
- Non-voting Recorder.
- Non-voting Assistant Recorder/Clerk.

With recommendations from the Course Director, all Academic Boards will meet by direction of the Dean. The Course Director prepares a packet with his/her recommendation for the board for the Dean. This packet will include at a minimum any memoranda supporting the recommendation and relevant student academic performance information. The Course Director 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. In most instances, you will receive adequate notice prior to the convening of a Board. Under special circumstances, the notice period may be reduced or expanded for good cause.

Your notice will include the following:

Notice that a Board will convene and that you will be afforded an opportunity to appear before it.

- Time, date, and place of Board proceedings.
- Specific statement of reasons for the Board and a list of allegations.
- Copies of or access to all evidence.
- Names of known witnesses the Board intends to call. You will be given an opportunity to interview all witnesses before the Board, if you so desire.
- A statement of your right to consult with legal counsel. You may have your counsel or another representative accompany you to the Board session, and that person may speak for you. You retain counsel at your own expense.
- It is your right to be present during the appearance of all witnesses relevant to allegations against you, and you may question those witnesses. These questions may stimulate other questions from Board members.
- You have the right to present your questions and evidence in writing, in person, or both. You may call witnesses in your behalf. If they are not reasonably available as determined by the Board, their written statements may be submitted directly to the Board President.

Academic Board deliberations are privileged information, and summarized transcripts 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, and recommendations are 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 you outside of your AMSC tenure, that member will be excused from the Board.

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. After being seated they may present statements orally or in writing. They are required to answer questions from Board members, you, and your representative. Witnesses are not 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 that supports a 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 Dean. 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 from AMSC with no opportunity to complete the program by any means in the future.
 - Dismissal with the opportunity for enrollment in a future class.
 - Letter of counseling from the Dean 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 your permanent file or local file.

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

- Dismissal from AMSC with no opportunity to complete the program by any means in the future.
- Dismissal with the opportunity for enrollment in a future class.
- Placement on academic probation and specific requirements from the Program Director that you must complete to graduate.
- Formal letter of counseling signed by the Dean. Note that formal letters of counseling to be included in an Official Personnel Folder will be coordinated with your supervisor or supervising authority.
- Entries in to ATRRS/CHRTAS as a non-graduate.

- Formal letter of counseling signed by the Course Director.
- Formal letter of counseling signed by your Team Leader.
- Any action less severe than the above.

The Dean will notify you in writing of the decision concerning approval of the Boards findings and recommendations. The Academic Program Manager 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 for reference by any persons associated with a Board action. The Board will ensure applicable documents are available during the 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, 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 academic guide for the 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 will be coordinated with HQ PERSCOM (civilians with the respective personnel office or organizational POC).

STUDENTS WITH DISABILITIES

If you have a disability, we will make every effort to accommodate your needs by using the services available through AMSC, Forts Belvoir and Leavenworth, the Army, and Department of Defense.

Eligibility

If you present documentation that indicates you have a physical or mental impairment that substantially limits one or more major life activities, have a record of such impairment, or are regarded as having impairment, you are eligible to receive accommodation.

Documentation

If you are disabled and require special accommodations, you should present supporting documentation of your disability to the AMSC Registrar. Accommodations are made on an individual, need-to-know basis. If you have physical, medical or psychological disabilities, you may be required to present documentation from your physicians, psychiatrists, or other persons and agencies qualified to make a diagnosis of the disability. The Registrar will work with the Department of Academics to ensure that the faculty and curriculum delivery team are aware of your special needs.

Accommodations

Wide ranges of accommodations are available based on your request. We work closely with Fort Belvoir and the Army to provide the accommodation on a case-by-case basis.

Your Rights

1. Appropriate accommodations according to your documented need
2. Equal access to an education
3. Equal and fair treatment
4. Confidentiality

Your Responsibilities

- As soon as you receive notification that you are selected to attend AMSC, tell us your needs.

It is critical that you identify all of your needs prior to the first day of class.

- Contact the AMSC Registrar regarding your disability status, and provide the appropriate documentation.
- Keep your address current with the Registrar's Office.
- Be your own advocate!

Support Services

AMSC does not offer a structured program for students with specific disabilities, but we can help coordinate a variety of services with Fort Belvoir or Leavenworth and the local areas to fit your needs.

Ask Questions

At Belvoir or Leavenworth, you may contact the Registrar at:
amscregistrar@conus.army.mil

EMERGENCY EVACUATION PROCEDURES

Faculty Response

In case of an emergency, anyone can activate the alarm. If an alarm does go off, it is imperative that everyone evacuate in an orderly manner. Even if one strongly believes the alarm might be false, the fire department assumes that every event is real and possibly fatal. Emergency personnel such as the fire department are willing to put their lives on the line for us and get very upset if building occupants do not cooperate and do not take the situation seriously. AMSC faculty becomes de facto fire marshals in the case of a building emergency.

Keyword "RACER"

In the event of an emergency that requires evacuation of the building (such as a fire, significant toxic gas release, explosion, severe storm warnings, tornado, etc.), use "RACER" and proceed in an orderly manner:

R - Rescue: Try to rescue any personnel in immediate danger if it does not put you in imminent danger.

A - Alarm: Pull the building fire alarm or call 9-911. All of the fire alarm pull stations are labeled. If you talk with a 911 operator, state your name, address, and nature of the problem. Speak slowly and clearly. Wait for the dispatcher to hang up.

C - Confine: Close all doors, windows, and other openings that would aid in the spread of fire or toxic fumes.

E - Evacuate: Evacuate the building.

R - Report: Report on the accountability of all personnel to your supervisor immediately.

Be familiarized with the floor plan for evacuating the building. Leave by the nearest staircase and **DO NOT** use the elevators unless under police or fire department supervision. Floor plans are posted at various areas around the building for route of quickest egress. They are also on our web site at <http://www.amsc.belvoir.army.mil/> or <http://www.amsc.leavenworth.army.mil/>.

Assemble at least 100 feet away from the building and in a pre-designated location for a head count conducted by your Team Leaders (TLs). Quickly identify any individuals whom you suspect might still be in the building or unaccounted for and alert TLs. They will ensure all personnel are accounted for and information quickly disseminated through the chain to the Academics Program Manager, Dean and on to the Commandant. Accountability is crucial and must be executed as quickly as possible. Be responsive and cooperative with state and federal response teams.

Disabled Occupants

If a disabled occupant is unable to exit the building unassisted, the TLs must have a plan and/or AMSC emergency response personnel identified to assist. Transporting of disabled individuals up or down stairwells should be avoided until State or Federal emergency response personnel have arrived. Unless imminent life-threatening conditions exist in the immediate area occupied by a non-ambulatory or disabled person, relocation of the individual should be limited to a safe area on the same floor, in close proximity to an evacuation stairwell.

Notification System

The notification process is crucial and provides added safety aspects in emergency situations. At AMSC, we encourage the use of the buddy system. This concept involves two people working together as a single unit to monitor and assist each other in emergency or crisis situations. The buddy system enhances the overall safety of those involved. When making selections keep in mind that buddies are often equals; associated by gender and each must be capable to prevent the other from becoming a casualty or rescue the other in a crisis. See emergency contact roster for numbers that are available to you in case of emergencies.

Emergency Contact Roster (Belvoir)

Dean of Academics	(703) 805-4714 (571) 970-7481
CESL Director	(703) 805-4785
AC Director	(703) 805-3652 (571) 907-7467
AC TL 1	(703) 805-4727 (571) 970-7463
AC TL 2	(703) 805-4729
IC Director	(703) 805-4749 (571) 970-7452
IC TL 1	(703) 805-4729 (571) 970-7478
IC TL 2	(703) 805-3662 (571) 970-7479
IC TL 3	(703) 805-4785
FC Director	(703) 805-3117
Academic Program Manager	(703) 805-4745 (571) 970-7451
Facilities	(703) 805-4783

Emergency Contact Roster (Leavenworth)

Dean of Academics	(703) 805-4714 (571) 970-7481
BC Director	(913) 758-3556 (571) 970-7454
BC TL 1	(913) 758-3505
BC TL 2	(913) 758-3525
IC TL 1	(913) 758-3521 (571) 970-7455
Operations	(913) 758-3533 (571) 970-7459

Support to Local Nationals (LNs) Attending CES Courses

1. Security Clearances. Local nationals attending the Ft. Leavenworth and Ft. Belvoir campus will have security checks or be provided a waiver.

a. The Fort Leavenworth security office will provide a waiver according to AR 25-2, Section 5, Paragraph 4:14.

b. At Fort Belvoir, the AMSC security assistant will request the student to contact their security manager to provide a background check from the local nationals' police office.

2. Computer Network Access and Use of CAC Cards on AMSC Computer Systems

a. Local nationals attending the Ft. Leavenworth and Ft. Belvoir campus will have computer network access. Support Services will rely up clearance verification provided by Human Resources and Security Officer. In addition, clearance from the Public Affairs Office for release to foreign nationals is also required. Once all requirements have been met, LNs will be provided access.

b. CAC cards are not used by students to access computers at either AMSC campus (Ft. Leavenworth or Ft. Belvoir), temporary logon username and password are issued for the length of the course.

3. Guidance Regarding Funding and Room Reservations

a. As with all funded students, AMSC will provide funding guidance to the travelers 2-3 weeks prior to their travel departure date. Since LNs do not have SSNs, Government Credit Cards, or bank accounts that will accept US Dollars, we are not able to load them into DTS.

b. AMSC will request an estimate of costs and then provide the organization with a MIPR to reimburse them for the travel expenses. Then students will make their travel arrangements and prepare travel documents as they would for any other TDY.

[For example, LNs from Japan must follow the Japanese government's TDY guidelines. Since the LNs do not have a US government credit card, they have to pay upfront before being reimbursed by the Japanese government, which pays in advance and is then reimbursed by the US Government.]

c. When reserving rooms at Knadle Hall, please tell the representative that you are a LN and you will be permitted to use your personal credit card.