

**COMMAND AND GENERAL STAFF COLLEGE (CGSC) ACADEMIC MISCONDUCT  
INVESTIGATIONS AND STUDENT DISMISSAL/RELEASE PROCEDURES  
(Effective Until Rescinded or Superseded)**

1. **PURPOSE.** This bulletin establishes policy for academic misconduct investigations and student dismissal and release procedures for the Command and General Staff College (CGSC).
2. **APPLICABILITY.** This bulletin applies to all schools and courses within the CGSC.
3. **REFERENCES.**
  - a. AR 12-15, 3 January 2011, *Joint Security Assistance Training (JSAT)*.
  - b. AR 15-6, 2 October 2006, *Procedure for Investigating Officers and Boards of Officers*.
  - c. AR 25-400-2, 2 October 2007, *Army Records Information Management System (ARIMS)*.
  - d. AR 350-1, 18 December 2009, *Army Training and Leader Development*.
  - e. AR 600-9, 27 November 2006, *The Army Weight Control Program*.
  - f. AR 600-37, 19 December 1986, *Unfavorable Information*.
  - g. CGSC Circular 350-3, 30 July 2010, *Department of Distance Education Policies and Procedures*.
  - h. CGSC Bulletin No. 920, 11 February 2011, *CGSC Academic Ethics Policy*.
4. **GENERAL.**
  - a. This bulletin provides guidelines for conducting academic misconduct investigations and managing student dismissal and release procedures.
  - b. The use of the term "academic misconduct" throughout this bulletin refers solely to those incidents resulting from the alleged or actual violation of CGSC Bulletin No. 920, CGSC Academic Ethics Policy.
  - c. For administrative purposes, this bulletin is divided into three sections:
    - (1) Annex A - Resident School Academic Misconduct Investigations.

(2) Annex B - Nonresident Academic Misconduct Investigations.

(3) Annex C - Student Dismissal, Disenrollment, Absence & Release.

5. **PROPONENT.** The proponent for this bulletin is the Office of the Registrar. Send comments and suggested improvements to Commandant, U.S. Army Command and General Staff College, 100 Stimson Road, ATTN: ATZL-SWA-R, Fort Leavenworth, Kansas 66027-1352.


6. **AUTHORITY.**

a. The Commandant, CGSC, is the approval authority for dismissals, for disenrollments of U.S. students in which the period of disenrollment is greater than one year, and for disenrollments that will result in an interagency student extending attendance at the course beyond the date originally approved by the student's agency. The Commandant may exercise approval authority for any adverse academic action, including those he has delegated, except for those in paragraph 6c, below.

b. The Commandant, CGSC, hereby delegates to the Deputy Commandant authority to disenroll a U.S. military student for a period of less than one-year, to disenroll interagency students for periods that will not extend their attendance at the course beyond the date originally approved by the students' agencies, and to issue and file reprimands for academic misconduct.

c. The Deputy Chief of Staff, TRADOC G3/5/7 (Security Assistance Training Field Activity – SATFA) is the approval authority for dismissal or disenrollment of International Military Students. (See AR 12-15, paragraph 10-69.)

d. The Commandant will notify the Director, Army National Guard or Chief, Army Reserve, as appropriate, of dismissal or disenrollment of ARNG or USAR personnel.

  
ROBERT L. CASLEN, JR.  
Lieutenant General, USA  
Commandant

CGSC Bulletin No. 912\*

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**ANNEX A**

**CGSC ACADEMIC MISCONDUCT INVESTIGATIONS  
(Includes all CGSC Schools (resident and satellite campuses and distance  
education) but does not include TASS)**

**1. INFORMAL INVESTIGATIONS FOR ACADEMIC MISCONDUCT PURSUANT TO  
AR 15-6.**

a. An allegation of academic misconduct shall be investigated by an AR 15-6 investigation, which is advisory in nature and is used to determine the facts and make recommendations for the disposition of the allegation to the Commandant per Army Regulation 350-1, paragraph 3-14. CGSC Bulletin No. 920 defines academic misconduct.

b. The Dean of Academics, CGSC, is the appointing and approving authority for all academic misconduct investigations and will appoint the investigating officer in writing. Notwithstanding the foregoing, the Deputy Commandant or Commandant may withhold investigative authority at their respective levels in specific instances or cases and direct an investigation under AR 15-6.

c. The Directors of the SCP, SAMS, or CGSS will submit requests to the Dean of Academics for the appointment of an investigating officer to investigate allegations of academic misconduct within five working days of discovery of the alleged misconduct. Prior to making such a request, the relevant Director will ensure the student is counseled in accordance with AR 350-1, para. 3-14d and e(1). Use of the sample counseling form (Attachment 1) will meet this requirement. The Directors will include the completed counseling form with all requests for investigation. The Deputy Commandant or Dean of Academics may appoint an investigating officer at any time to investigate allegations of academic misconduct.

d. Command Notifications. The following individuals will notify the Commander exercising UCMJ jurisdiction over the student allegedly involved in academic misconduct (1) that an investigation has been initiated, (2) a brief summary of the allegations, (3) any other information pertinent to the Commander's need to conduct administrative actions (e.g., suspension of favorable personnel actions), (4) when the investigation is complete, and (5) when any action, adverse or otherwise, is taken:

(1) Fort Leavenworth Resident Courses. The Chief, U.S. Student Division will make the required notifications.

(2) Satellite Campuses. The CGSS Director, or designee, will make the required notifications.

(3) Distance Education Courses. The Director of the Department of Distance Education (DDE) will make the required notifications.

e. Procedures for Investigating Academic Misconduct:

(1) Investigating officers will conduct academic misconduct investigations in accordance with AR 15-6. Investigating officers will use informal procedures unless the appointing authority specifically directs formal proceedings under AR 15-6, Chapter 5. The investigating officer will use DA Form 1574 (Report of Proceedings by Investigating Officer/Board of Officers) to document the investigation.

(2) The investigating officer must be a Lieutenant Colonel (LTC) or above and senior to the student suspected of academic misconduct, or a Department of the Army civilian employee permanently assigned to a position as a GS-13 or above. Investigation duties have priority over all other duties of the investigating officer.

(3) The investigating officer must contact a legal advisor for advice prior to starting the investigation. Normally this will be the CGSC legal advisor.

(4) The student(s) suspected of academic misconduct may obtain legal advice from the servicing Trial Defense Service, from the Office of the Staff Judge Advocate (Legal Assistance Office), or from civilian counsel obtained by the student at no expense to the U.S. Government.

(5) The investigating officer will make specific findings of fact and a recommendation for each student concerned. If the same investigating officer is appointed to investigate allegations involving more than one student, the investigating officer shall provide separate findings and recommendations for each student based on the evidence concerning that specific student's involvement in the alleged academic misconduct. At a minimum, the investigating officer will make specific written findings regarding whether the student(s) violated any provision of CGSC Bulletin 920. If the investigation finds that such a violation did occur, the investigating officer may recommend:

(a) Initiation of dismissal procedures.

(b) Initiation of disenrollment procedures.

CGSC Bulletin No. 912\*

(c) Initiation of a General Officer Memorandum of Reprimand (GOMOR). The investigating officer can recommend this in addition to the recommendations in (a) or (b) above.

(d) Any less severe administrative action deemed appropriate, including no action.

(6) The investigating officer will consult with the legal advisor on the findings and recommendations, and will complete the investigation within seven duty days of appointment. The appointing authority must approve any request for extension.

(7) After completing the investigation, the investigating officer will forward the complete investigation packet to the CGSC Military Law Office for a written legal review. The CGSC Military Law Office will conduct a written legal review and will forward the investigation to the approving authority for action.

(8) The approving authority will take action on the investigation by approving or disapproving (in whole or in part) the investigating officer's findings and recommendations in Section VIII of DA Form 1574 (Report of Proceedings by Investigating Officer/Board of Officers). If the approving authority determines that no misconduct occurred, the approving authority may close the case. If the approving authority determines that misconduct occurred, the approving authority must forward the complete report of investigation (ROI) to the Deputy Commandant with a recommendation for action (including recommendations from the relevant School Director). Approval authorities for adverse academic actions are listed in the base document of this Bulletin, paragraph 6. The CGSC Registrar will forward a copy of the ROI to the Commander exercising UCMJ jurisdiction over the student(s) involved if any misconduct of a non-academic nature is revealed by the investigation.

(9) Procedures for adverse academic actions and student due process rights are found in Annex C.

f. Approval Authorities for Adverse Academic Action. As stated in Bulletin 912 (base document), paragraph 6.

g. In the event that the post of the Deputy Commandant is not filled by a general officer, the functions of the Deputy Commandant shall be performed by the Commandant or Acting Commandant.

**2. RECORD MAINTENANCE:** The CGSC Registrar is responsible for maintaining all informal investigation documents, to include the initial investigation, supporting

CGSC Bulletin No. 912\*

evidence, student's rebuttal, final decision, and any documentation pertaining to a particular investigation or dismissal action in accordance with AR 25-400-2.

## ANNEX B

### CGSC-TASS ACADEMIC MISCONDUCT INVESTIGATIONS

1. The Professional Development Education (PDE) Brigade Commander is the appointing and approving authority for academic misconduct investigations regarding nonresident (TASS CGSOC Battalions) students.

a. TASS CGSOC Battalions will submit requests to the (PDE) Brigade Commander for the appointment of an investigating officer for allegations of academic misconduct within five (5) working days of discovery of the alleged misconduct. Prior to making such a request, the relevant TASS CGSOC Battalion will ensure the student is counseled in accordance with AR 350-1, para. 3-14d and e(1). Use of the sample counseling form (Attachment 1) will meet this requirement. The request for investigation will include the completed counseling form.

b. The PDE Brigade Commander will appoint the investigating officer in writing in accordance with AR 15-6 and with assistance from the Division Institutional Training (DIV (IT)) SJA Office. Notwithstanding the foregoing, the Commander of the appropriate DIV (IT), the CGSC Dean of Academics, the Deputy Commandant, or the Commandant, CGSC, may exercise their authority to appoint an investigating officer in a specific instance or case. The appointing authority will ensure that a legal advisor is available for the investigating officer and identify the legal advisor in the appointment memorandum. Once an investigating officer is appointed to investigate the case of a student allegedly involved in academic misconduct, the appointing authority shall notify the Commander exercising Uniform Code of Military Justice (UCMJ) jurisdiction over the student involved of that fact including a brief summary of the allegations and any other information pertinent to the Commander's need to conduct administrative actions. Additionally, the appointing authority will notify the student's Commander when the investigation is complete and when any action, adverse or otherwise, is taken.

c. The PDE Brigade will immediately contact the Regional Coordinator at the Department of Distance Education (DDE) who will be the point of contact for the Battalion in which the alleged act was committed and will flag the student's academic record and relay all initial information on the incident to the Registrar, CGSC.

d. Investigating officers will conduct academic misconduct investigations in accordance with AR 15-6. Investigating officers will use informal procedures unless the appointing authority specifically directs formal proceedings under AR 15-6, Chapter 5. The investigating officer will use DA Form 1574 (Report of Proceedings by Investigating Officer/Board of Officers) to document the investigation.



e. The investigating officer must be a Lieutenant Colonel (LTC) or above and senior to the student accused of academic misconduct, or a Department of the Army civilian employee permanently assigned to a position graded as a GS-13 or above. Investigation duties will have priority over all other duties of the investigating officer.

f. The student(s) suspected of academic misconduct may obtain legal advice from the servicing Trial Defense Service, from the Office of the Staff Judge Advocate (Legal Assistance Office), or from civilian counsel obtained by the student at no expense to the U.S. Government.

g. The investigating officer must contact the servicing Office of the Staff Judge Advocate for advice prior to starting the investigation.

h. The investigating officer will make specific findings of fact and a recommendation for each student concerned. If the same investigating officer is appointed to investigate allegations involving more than one student, the investigating officer shall provide separate findings and recommendations for each student based on the evidence concerning that specific student's involvement in the alleged academic misconduct. At a minimum, the investigating officer will make specific written findings regarding whether the student(s) violated any provision of CGSC Bulletin 920. If the investigation finds that such a violation did occur, the investigating officer may recommend:

(a) Initiation of dismissal procedures.

(b) Initiation of disenrollment procedures.

(c) Initiation of a General Officer Memorandum of Reprimand (GOMOR). The investigating officer can recommend this in addition to the recommendations in (a) or (b) above.

(d) Any less severe administrative action deemed appropriate, including no action.

2. After the investigating officer gathers the relevant facts, he or she will obtain legal advice from the servicing legal advisor in preparing the findings and recommendations and will prepare a final report. After completing the investigation, the investigating officer will forward the complete investigation to the servicing Office of the Staff Judge Advocate for legal review. The servicing Office of the Staff Judge Advocate will conduct a written legal review, attach the review to the report of investigation, and forward the investigation to the approving authority for action.

3. The approving authority may approve or disapprove the findings and recommendations (in whole or in part) by completing Section VIII of DA Form 1574. The approving authority's action on the investigation does not constitute final action regarding disposition of a student's case. The approving authority will forward the report of investigation (ROI) through the appropriate DIV (IT) Commander and the Registrar, CGSC, to the CGSC Dean of Academics and Deputy Commandant with recommendations for action. The CGSC Registrar will forward a copy of the ROI to the Commander exercising UCMJ jurisdiction over the student involved if any misconduct of a non-academic nature is revealed by the investigation.

4. Procedures for adverse academic actions and student due process rights are found in Annex C.

5. Approval Authorities for Adverse Academic Action. As stated in Bulletin 912 (base document), paragraph 6.

6. Processing Times.

a. Unless the appointing authority approves a delay in writing, the investigating officer will deliver a completed investigation to the appointing authority no later than 14 calendar days after receipt of the appointment memorandum.

b. The approving authority will submit a completed investigation through the appropriate DIV (IT) Commander to the Deputy Commandant, CGSC, no later than 30 days after the investigating officer received the appointment memorandum. The Deputy Commandant will be notified in writing of any investigation that potentially may exceed this guideline of a total of 30 days. Only the Deputy Commandant or the Commandant, CGSC, may approve a delay in excess of these guidelines.

c. These processing times are guidelines for commanders and their staffs and do not create any substantive right for students. Failure to process an allegation of academic misconduct within these guidelines will not prevent or preclude appropriate favorable or adverse action involving the student. Shorter processing times are encouraged.

7. **RECORD MAINTENANCE.** The CGSC Registrar is responsible for maintaining all informal investigation documents, to include the initial investigation, final decision, rebuttals/appeals, and any documentation pertaining to a particular investigation or dismissal action in accordance with AR 25-400-2.

## ANNEX C

### STUDENT DISMISSAL, DISENROLLMENT, ABSENCE & RELEASE

1. **GENERAL.** For the purpose of this bulletin, the following definitions apply:

a. Dismissal is the permanent termination of a student from a CGSC course when that student will be given no opportunity to re-enroll in the course from which the student was dismissed.

b. Disenrollment is a temporary termination of a student from a CGSC course when that student will be given an opportunity to complete the course in some form. Disenrollment may be for any reason, to include reasons unrelated to misconduct.

c. Absence is a temporary status during which a student does not attend class.

d. Release refers to a student who completes and leaves a CGSC course early with no intent to return. Release typically means the student graduates early.

2. **ADVERSE ACADEMIC ACTIONS.**

a. Adverse academic action includes dismissal or disenrollment of a student under any circumstances in which a student failed to maintain the standards of conduct expected of an officer. This can include a variety of adverse or derogatory circumstances. The student has the right to due process in accordance with this Bulletin. In all cases where a recommended action adversely affects a student, the complete action will be reviewed by a legal advisor for legal sufficiency prior to final action.

b. An informal investigation in accordance with AR 15-6 is not required in every instance prior to adverse academic action. An investigation is not required in the following situations.

(1) Regulatory requirements. The failure to meet regulatory requirements for physical fitness and weight standards are grounds for adverse academic action. The determination of a student's failure to meet these standards will be made by the applicable director in accordance with the provisions of AR 350-1 and AR 600-9 (as amended by ALARACT 297/2009). Sister Service students must meet the requirements of their respective service regulations. International Military Students are encouraged to participate in physical training (PT) programs and tests but are not required to pass a

physical fitness test as a requirement for graduation in accordance with AR 12-15, paragraphs 10-26 and 10-67.

(2) Misconduct not related to CGSC academics may lead to adverse academic action. These cases may occur as a result of actions while serving as a CGSC student or as a result of actions prior to a CGSC course. The appropriate School Director will examine each case on its merits to determine if adverse academic action without an investigation is appropriate. The considerations may include, but are not limited to, whether other regulations provide adequate due process safeguards (notice to the individual and opportunity to respond), whether conducting an investigation will only serve to duplicate findings of fact, or whether the greater weight of existing evidence shows that the student committed misconduct. Actions resulting in a court-martial, nonjudicial punishment, civil conviction, or actions already investigated in accordance with AR 15-6 or other investigations (e.g., by military police investigators, the U.S. Army Criminal Investigation Command, or civilian law enforcement personnel) that substantiate misconduct will not normally require a separate investigation.

c. The Chief, U.S. Student Division will, upon receipt of any notice of a case as outlined in paragraph 2b(2), above, in which adverse academic action may be warranted, document all the pertinent facts in writing to include attaching any documented investigation and will forward the case to the appropriate School Director for consideration of adverse academic action. The Chief, U.S. Student Division, will also notify the pertinent Commander exercising Uniform Code of Military Justice (UCMJ) jurisdiction over the student involved of the circumstances of the case, the proposed academic action, and any other information pertinent to the Commander's need to conduct administrative actions. Additionally, the Chief, U.S. Student Division will notify the student's Commander when any investigation is complete and when any action, adverse or otherwise, is taken.

d. The appropriate School Director will ensure that the student is counseled by the chain of command or supervision (usually the assigned trainer or small group leader, the course manager, or a designated representative who has direct responsibility for the course) prior to adverse academic action. The counseling may be in any form but should, at a minimum, notify the student in writing of any proposed action, the basis for the action, the consequences of dismissal, and the right to appeal to the Commandant. The chain of command/supervision may use the sample counseling statement at Attachment 1 to satisfy this requirement. The School Director will forward any requests for adverse academic action, along with the required counseling statement, through the Dean of Academics to the Deputy Commandant, who retains authority to formally initiate these procedures. Notwithstanding this, the Commandant may always exercise this authority.

e. If the Deputy Commandant determines that adverse academic action is appropriate, the Deputy Commandant will notify the student in writing of the proposed action, the basis for the action, the consequences of dismissal, and the right to appeal to the Commandant. The School Director will deliver the Deputy Commandant's written notice to the student and inform the student of two mandatory requirements: (1) the student must acknowledge receipt of a written notification of dismissal within two duty days and state whether the student desires to appeal and submit matters to the Commandant, and (2) the student must submit any appeal and supporting matters to the Commandant within seven duty days of receipt of the original written notification of dismissal. The student(s) involved may obtain legal advice from the servicing Trial Defense Service, from the Office of the Staff Judge Advocate, or from civilian counsel obtained by the student at no expense to the U.S. Government.

f. After receiving the student's appeal matters, if any, or upon expiration of the student's seven-day period to submit appeal matters, the appropriate School Director will forward the complete packet, with recommendations, for a legal sufficiency review. After the legal review, the Deputy Commandant may take final action within his approval authority or forward the complete packet with recommendations to the Commandant for action. If the Deputy Commandant determines that a student should not be dismissed or disenrolled, despite recommendations to the contrary, he may take final action by permitting the student to remain enrolled in the course. The Deputy Commandant or Commandant will, in writing, notify the student of any action the Deputy Commandant or Commandant takes; the student will acknowledge receipt by signing and dating a copy of the memorandum of notification. The completed action and documentation will be provided to the CGSC Registrar for filing and distribution.

g. The Chief, National Guard Bureau, or the Chief, Army Reserve, as appropriate, will be notified of the dismissal of ARNG personnel on full-time training duty (FTTD) and USAR personnel on initial active duty for training (IADT), active duty for training (ADT), and Active Guard/Reserve (AGR) tours.

h. For USAR and ARNG students, the Registrar will provide notification of the action to the student's unit or State AG, and provide a copy of any ROI and adverse academic action to the individual's record maintenance facility (AR-PERSCOM or National Guard Bureau and the State Army National Guard Military Personnel Office) as applicable.

i. The authority to dismiss or disenroll International Military Students from a course rests with the Deputy Chief of Staff, TRADOC G3/5/7 (Security Assistance Training Field Activity –SATFA). (See AR 12-15, paragraph 10-69).

### 3. NON-DISCIPLINARY DISENROLLMENT, ABSENCE, OR RELEASE.

a. Disenrollment. The approving authority may disenroll students for medical, compassionate, or emergency situations (based on medical channel action), parent command request, or voluntary early retirement. For Resident CGSC students, the appropriate School Director will verify the circumstances and expedite consideration of the student's disenrollment under the provisions listed below.

The Commandant delegates to the Deputy Commandant the authority to disenroll students prior to course completion without prejudice (see Bulletin 912, base document, paragraph 6). Should a means for completing the course be denied in the memorandum of notification, the disenrollment will be considered an adverse academic action and processed IAW paragraph 2 of this Annex. The student will acknowledge receipt of the memorandum of notification by signing and dating a copy of the memorandum. The documented package, with student acknowledgment of receipt, will be forwarded to the CGSC Registrar for filing.

b. Extended Absence. School Directors may approve or disapprove an extended absence (where the student will return from the absence to complete the current course) of a student under compassionate or emergency situations. The situation requires full documentation of the situation to prevent or clarify future problems. This is not considered a disenrollment.

If a student's absence is of such duration that it is detrimental to course completion and/or warrants consideration for disenrollment, the Director concerned will counsel the student in writing. The counseling statement should include, at a minimum, a notification to the student that the Director intends to recommend that the Deputy Commandant disenroll the student and inform the student of possible alternate means of completing the course. The School Director will forward a memorandum documenting the situation through the Dean of Academics to the Deputy Commandant with a recommendation for disposition. If the Deputy Commandant determines that disenrollment is appropriate, the action will be processed IAW paragraph 3a of this Annex.

c. Early Release. School Directors may approve or disapprove any request for early release of a student attending a course in a temporary duty status less than thirty (30) days. Only the Deputy Commandant or Commandant may approve or disapprove the early release of a student attending a course as regularly and locally assigned personnel (e.g., CGSS, SAMS, CGSS ILE Common Core at satellite campuses).

**DEVELOPMENTAL COUNSELING FORM**

For use of this form, see FM 6-22; the proponent agency is TRADOC.

**DATA REQUIRED BY THE PRIVACY ACT OF 1974**

**AUTHORITY:** 5 USC 301, Departmental Regulations; 10 USC 3013, Secretary of the Army and E.O. 9397 (SSN)  
**PRINCIPAL PURPOSE:** To assist leaders in conducting and recording counseling data pertaining to subordinates.  
**ROUTINE USES:** For subordinate leader development IAW FM 6-22. Leaders should use this form as necessary.  
**DISCLOSURE:** Disclosure is voluntary.

**PART I - ADMINISTRATIVE DATA**

Name (Last, First, MI)	Rank/Grade	Social Security No.	Date of Counseling
Organization CGSS	Name and Title of Counselor		

**PART II - BACKGROUND INFORMATION**

**Purpose of Counseling:** (Leader states the reason for the counseling, e.g. Performance/Professional or Event-Oriented counseling, and includes the leader's facts and observations prior to the counseling.)

You may be dismissed from ILE based on the following allegations:  
 [Detail the allegations of academic misconduct OR non-academic misconduct]

**PART III - SUMMARY OF COUNSELING**

Complete this section during or immediately subsequent to counseling.

**Key Points of Discussion:**

Please review CGSC Bulletin #912.

This is the required counseling to notify you of the possibility that you could be dismissed or disenrolled. The Commandant, CGSC is the dismissal authority.

A Soldier suspected of misconduct has the right to consult with legal counsel. This counsel may be military or civilian. Military counsel for nonresident course officers may be obtained from the servicing Trial Defense Services (TDS) or servicing Office of the Staff Judge Advocate. The student may retain civilian counsel at no expense to the U.S. Government. Resident students may obtain military counsel at TDS, Fort Leavenworth, 684-1860 or Legal Assistance, 684-4944.

You have a right to obtain a copy of all written materials that the dismissal authority will consider in a dismissal decision.

You have a right under Article 31b, UCMJ, not to discuss these allegations with me or anyone else.

However, if you receive a notice of intent to dismiss, you must acknowledge receipt within two (2) duty days. With the acknowledgement, you must state whether you intend to submit matters on appeal. If you desire to appeal, all appeal matters are due within seven (7) duty days from receipt of the notice and dismissal materials.

If you are dismissed, you will not be able to re-enroll in this course in the future. A dismissal would result in a referred Academic Evaluation Report in your Official Military Personnel File.

Alternatively, you may be disenrolled. If disenrolled, you may later apply to re-enroll.

**OTHER INSTRUCTIONS**

This form will be destroyed upon: reassignment (other than rehabilitative transfers), separation at ETS, or upon retirement. For separation requirements and notification of loss of benefits/consequences see local directives and AR 635-200.

**Plan of Action** (Outlines actions that the subordinate will do after the counseling session to reach the agreed upon goal(s). The actions must be specific enough to modify or maintain the subordinate's behavior and include a specified time line for implementation and assessment (Part IV below)

Until the proper authority takes action on your case, you will continue to work towards course completion. You will meet all suspenses pertaining to both your course work and pending dismissal action. If you have completed the course requirements, you may still be later dismissed, even after the regularly scheduled graduation date has passed.

I advise you to "Soldier on" pending the resolution of your case. Your positive duty performance during this period will only work to your benefit. However negative duty performance may be considered when the chain of command makes its recommendations on your case.

If you desire stress or other counseling, you may let me know so I can help find it or seek counseling services through Army One Source.

You are responsible for updating your contact information with me until your case is final. You will give me a mailing address, a phone number and an email.

**Session Closing:** (The leader summarizes the key points of the session and checks if the subordinate understands the plan of action. The subordinate agrees/disagrees and provides remarks if appropriate.)

Individual counseled:  I agree  disagree with the information above.

Individual counseled remarks:

Signature of Individual Counseled: \_\_\_\_\_ Date: \_\_\_\_\_

**Leader Responsibilities:** (Leader's responsibilities in implementing the plan of action.)

During the course, I will make reasonable accommodations to ensure you have the opportunity to deal with any pending adverse actions. As long as you are enrolled, I will continue to provide you the opportunity to complete the course. After the course, upon your request, I will endeavor to provide status updates on the processing of your case.

Signature of Counselor: \_\_\_\_\_ Date: \_\_\_\_\_

#### PART IV - ASSESSMENT OF THE PLAN OF ACTION

**Assessment:** (Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling.)

Counselor: \_\_\_\_\_ Individual Counseled: \_\_\_\_\_ Date of Assessment: \_\_\_\_\_

**Note: Both the counselor and the individual counseled should retain a record of the counseling.**