



UNITED STATES MARINE CORPS
MARINE CORPS UNIVERSITY
EDUCATION COMMAND
2076 SOUTH STREET
QUANTICO, VIRGINIA 22134-5129

IN REPLY REFER TO:

1500

Provost

DEC 02 2022

MARINE CORPS UNIVERSITY/EDUCATION COMMAND ORDER 1500.1B

From: President, Marine Corps University / Commanding General, Education Command
To: Distribution List

Subj: ACADEMIC REGULATIONS

Ref:

- (a) SACSCOC Principles of Accreditation
- (b) Resource Manual for the Principles of Accreditation
- (c) Integrity and Institutional Obligations to SACSCOC
- (d) 10 USC 8592: Degree granting authority for Marine Corps University
- (e) 10 U.S.C. § 8748
- (f) Title 32, Code of Federal Regulations, Part 219, Protection of Human Subjects
- (g) Title 5, United States Code, Section 552, Public information; agency rules, opinions, orders, records, and proceedings
- (h) Uniform Code of Military Justice
- (i) DoD Directive 5230.09
- (j) DoDI 5230.29
- (k) DoDI 1402.06
- (l) DoDI 3200.12 DOD Scientific and Technical Information Program
- (m) DoD SAAMS
- (n) CJCSI 1800.01F, Officer Professional Military Education Policy, 15 May 2020
- (o) SECNAVINST 5211.5F DON Privacy Program
- (p) MCO 1700.23G Request Mast Procedures
- (q) MCO 1524.1 Marine Corps Graduate Education Program
- (r) MCO 5354.1E Marine Corps Prohibited Activities and Conduct Prevention and Response Policy
- (s) MCO 1752.5C Sexual Assault Prevention and Response Program
- (t) MCO 1553.4B Professional Military Education
- (u) MCO P1610.7F, Performance Evaluation System
- (v) MARADMIN 412/20
- (w) Memorandum of Agreement: Assignment of Military Faculty at the Senior Service Level Colleges and National Defense University of 10 Jun 16
- (x) United States Marine Corps Human Research Protection Program Policy and Procedures 28 Sep 2016
- (y) MCU/EDCOM Order 12000.1G
- (z) MCU Business Regulations
- (aa) CDET Policy Letter 04-16 CDET Faculty Member Qualifications
- (ab) Best Practices for Peer Review, Association of University Presses
- (ac) Principles of Transparency and Best Practice in Scholarly Publishing, Committee on Publication Ethics (COPE)

- Encl:
- (1) MCU Academic Year and Calendar
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- (55) Sample Computation of Credit Hours
- (56) Use of Copyrighted Works
- (57) Copyright Ownership Policy
- (58) Copyright Permission Request
- (59) Copyright Permission Status
- (60) Research Assistant Application
- (61) Research Assistant Memorandum of Understanding
- (62) Visiting Positions
- (63) Human Subjects Research and Research Approval
- (64) Glossary of Acronyms and Abbreviations

1. Situation

a. The references, which include legislation, regulations, and the published policies of the Federal Government, the Department of Defense, the Department of the Navy, and the United States Marine Corps, including policies governing local jurisdiction as dictated by Marine Corps Base Quantico, and external accrediting bodies (Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) and the Process of Accreditation of Joint Education (PAJE)) guide the development and review of academic policies.

b. In addition to this publication, academic policies or portions thereof are contained in the following University publications: the Business Regulations; the Title 10 Personnel Management Order, Academic Operations and Plans (VPOP) Regulations; other Marine Corps University (MCU) policies and directives; and various other publications that convey information about the institution's educational programs administered by the Marine Corps War College, the School of Advanced Warfighting, Command and Staff College, Expeditionary Warfare School, the College of Enlisted Military Education, the Marine Corps Senior Enlisted Academy, and the College of Distance Education and Training, such as standard operating procedures and course catalogs.

2. Cancellation. MCU/EDCOMO 1500.1A is replaced in its entirety by this order.

3. Mission. The academic regulations articulate the academic policies and procedures for use by our military and civilian faculty, staff, and students in order to prepare leaders to meet the challenges of the national security environment.

4. Execution

a. Commander's Intent. To support MCU's vision of advancing the legacy of Marine Corps warfighting excellence through a forward-thinking military academic institution that delivers world class education to develop professional leaders.

b. Concept of Operations

(1) Each enclosure to this order will be reviewed at least biennially.

(2) Enclosures may be reviewed independently, and updated as necessary. Each enclosure to this order will have a policy section and a procedures section. The policy section can only be updated via approval of the President, MCU. The procedures section can be updated by approval of the Provost.

c. Tasks

(1) Provost. Assume overall responsibility for the management and execution of the academic regulations.

(2) Faculty Council. Provide recommendations for academic regulation updates on a continuous basis.

(3) All Hands. Review these regulations, paying special attention to those revised this year (see last page of each enclosure) and especially those listed below that have changed significantly as a result of the annual academic regulations review process.

(a) Enclosure (7) Board of Visitors. Procedures paragraph updated with additional detail.

(b) Enclosure (10) Computation of Credit Hours. Updated instructions in paragraph 2.b. to clarify how contact hours for different types of activities are calculated.

(c) Enclosure (11) Curriculum Review Process. Significantly updated to incorporate the continuum of learning policy. Updated list of attendees for each part of the review board.

(d) Enclosure (12) Articulation Agreements. This policy, which describes policy and procedure for articulation of MCU credit at other institutions, is new.

(e) Enclosure (14) Academic Chair Management. Updated due to the sunseting of the MAGTF Instructional Group.

(f) Enclosure (21) Academic Freedom. Updated to incorporate guidance about illegal activity and malicious statements as well as faculty responsibility to retain specified assignments, timelines, and outcomes from the defined curricula.

(g) Enclosure (24) Research. Added information about surveys that was previously resident in the VPOP regulations.

(h) Enclosure (25) Sponsored Projects. Added information about sponsored projects conducted outside of normal working hours and updated billet and portal names.

(i) Enclosure (26) Student Performance Evaluation Board. Updated information about distance programs and clarified guidance for notification of the President, MCU prior to informing students of the program director's decision.

(j) Enclosure (54) Sample Computation of Credit Hours. Changed to an excel document.

(k) Enclosure (55) Use of Copyrighted Works. To be published as an addendum to this order via separate correspondence.

(l) Enclosure (56) Copyright Protection Policy. To be published as an addendum to this order via separate correspondence.

(m) Enclosure (62) Visiting Positions is new.

(n) Enclosure (63) was moved to the academic regulations from the VPOP regulations.

(o) Enclosure (64) Glossary of Acronyms and Abbreviations is new.

d. Coordinating Instructions

(1) All MCU special staff, vice presidents, staff sections, faculty, directors and students should be familiar with the contents of this order.


(2) All MCU special staff, vice presidents, staff sections, faculty, directors and students are encouraged to provide recommendations concerning updates, changes, and cancellations of each of these regulations.

5. Administration and Logistics. These academic regulations will be published on the MCU website and available for comment on Google Drive. Upon transition to a new office suite, the regulations will be migrated.

6. Command and Signal

a. Command. This order is applicable to all Service members (active and reserve) and civilian personnel assigned or attached to Marine Corps University/Education Command, including international and interagency students.

b. Signal. This order is effective the date signed.


MAURA M. HENNIGAN

Distribution:
MCU VPs
MCU Directors

MCU Faculty
MCU Staff
MCU Students

MCU Academic Year and Calendar

Functional Lead: Provost
Division: ASD
Responsible Office: Registrar

Reference: (a) SACSCOC Principles of Accreditation
(b) Resource Manual for the Principles of Accreditation

1. Purpose. This section outlines and codifies the policy and procedures for defining and calculating Marine Corps University (MCU) Academic Year (AY) and calendar.
2. Background. MCU / Education Command operates on various annual schedules, to include the U.S. government fiscal year from 1 October - 30 September, various training requirements and Foundation support based on a calendar year from 1 January - 31 December, a civilian appraisal system from 1 April - 31 March, and the like. As an accredited master's degree granting institution, MCU also administers programs that operate on an AY. Defining the AY aligns MCU's practices with higher educational norms.
3. Policy
 - a. AY defined. The MCU AY runs from 1 July - 30 June annually. The AY is numerically designated by the CY in which it ends. Example: AY21 runs from 1 July 2020 - 30 June 2021.
 - b. The Marine Corps War College (MCWAR), the School of Advanced Warfighting (SAW), Command and Staff College (CSC), CSC Distance Education and Blended Seminar Programs (DEP/BSP), Expeditionary Warfare School (EWS), and the EWSDEP/BSP operate on an AY basis, and graduates thereof will be described as of the "Class of (applicable AY)."
 - c. All other MCU educational programs operate on an FY basis and are numerically designated by the FY in which their respective courses start. Multiple iterations of a course in a single FY are numbered sequentially. Example: FY21 runs from 1 October 2020 - 30 September 2021; the first Sergeants School course starting after 1 October 2020 is 1-21; the second is 2-21, etc.
 - d. AY Program length. Program lengths vary depending on the needs of the Marine Corps and, where applicable, regional and / or joint accreditation requirements, the time needed to achieve program outcomes, and the ability of MCU to provide the required faculty, staff, and administrative and logistical support needed to administer them.
 - i. MCWAR and CSC are "10 month" programs, defined as 44 calendar weeks of coursework from the first day of scheduled class to MCU Commencement.
 - ii. SAW is historically an "11 month" program defined as 48 calendar weeks of coursework from the first day of scheduled class to MCU Commencement. Subject to the concurrence of the Provost to ensure master's degree requirements are maintained, the Director, SAW may in his or

her discretion reduce program length in any given AY or permanently to no less than 44 calendar weeks of coursework provided all outcomes required for granting the additional military occupational specialties 0505 and 0506 to graduates are met.

iii. EWS is a 10 month program defined as 41 calendar weeks of coursework from the first day of scheduled class to graduation.

iv. EWSDEP and CSCDEP are 2-AY programs. The EWSBSP and CSCBSP are administered within a single AY scheduled to be completed contemporaneously with the graduation or commencement of EWS and CSC, respectively for the Quantico region.

c. MCU Academic Calendar. Unless otherwise directed by the President, MCU, the MCU Commencement is on the Wednesday of the first full working week following the Memorial Day holiday.

i. The first week of classes is the week in which the 44th (MCWAR, CSC) and 48th (SAW) Wednesdays preceding MCU Commencement fall. EWS first week of classes is the same week as MCWAR and CSC first week. Program directors may determine which day of the week is the first day of class for their respective programs.

ii. Student reporting dates should be established in order to complete all administrative reporting, join, and check-in requirements prior to the first day of class.

d. Holidays. MCU and individual AY program academic calendars will reflect federal holiday and established Marine Corps liberty periods, to include normal weekend liberty, but will otherwise account for all regular duty days throughout the academic year with either scheduled classes or scheduled student preparation time.

4. Procedures

a. No later than 1 November each year, the MCU Registrar, in coordination with program directors and the VPBA Business Manager, will develop and publish the AY calendar for the subsequent AY and notional calendars for the subsequent 4 AYs, calculated per the policy described above.

b. Each AY calendar will be published on the MCU website and include:

- i. Student Reporting no earlier than and NLT dates;
- ii. First day of classes
- iii. MCU Convocation (Friday of MCWAR, CSC, and EWS Week 1)
- iv. Due dates for MCWAR, SAW, and CSC student transcripts / foreign credential evaluations
- v. Placeholder dates for major known events such as the President's Lecture Series
- vi. Holidays and projected associated liberty periods
- vii. Mid-year Grade due dates (including elective, as applicable)
- viii. Final Grades due dates

- ix. EWS Graduation date
 - x. MCU Awards Ceremony date (Monday of MCU Commencement week)
 - xi. MCU Commencement date
 - xii. Due dates for requirements found in the academic regulations (e.g. degree program waivers, grades, course credit reports)
 - xiii. Dates for upcoming curriculum review boards
- c. Individual program calendars will incorporate MCU AY calendar dates and events.

Related Policies and Forms:

Major Events Policy and Procedures (VPOP regulations)

Promulgated: 30 Sep 2021

Reviewed: 2 Dec 2022

Revised: _____

SACSCOC Accreditation Working Group

Functional Lead: Provost

Division: ASD

Responsible Office: Academic Policies

Reference: (a) SACSCOC Principles of Accreditation

(b) Resource Manual for the Principles of Accreditation

1. Purpose. This section outlines the policy and operating procedures of the Accreditation Working Group (AWG) for accreditation with the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

2. Background. Marine Corps University (MCU) is accredited by SACSCOC to award master's degrees. Accreditation re-affirmation happens on a ten-year cycle, with interim reports due at the fifth year of each cycle. MCU was last re-accredited in 2015, and its last interim report was delivered in 2020.

3. Policy

a. The AWG provides a forum to discuss policies, practices and procedures to ensure that MCU remains, and builds upon, its purpose; and communicates these policies, practices and procedures to SACSCOC as part of the accreditation cycle. The AWG's scope includes all reportable standards based on the Principles of Accreditation.

b. The AWG will meet on a regular basis to review progress, provide advice and detailed instructions for developing compliance narratives or preserving documentation, resolving issues, or identifying issues requiring referral to the Provost for resolution.

c. Members should have the requisite knowledge and experience to review and approve all evidentiary documentation related to reaffirmation in order to ensure accuracy and identify potentially non-compliant areas and substantial issues. A diverse, cross-functional membership is essential to fulfilling the group's function. Due to the broad scope of the participating organization functions, attendance requirements may vary with the meeting agenda; some meetings may be discretionary for certain representatives.

d. From time to time, the AWG may form subcommittees to address specific needs or concerns. These committees will report findings or recommendations in writing for discussion at the larger AWG meeting. Such reports will be appended to the AWG notes and retained as part of the permanent record.

4. Procedures

a. Membership

(1) Core members: the Director, Academic Support Division (ASD), as MCU's Institutional Accreditation Liaison as Chair; the Director, Institutional Research, Assessments, and Plans; the Deputy Director, Brute Krulak Center for Innovation and Future Warfare; the MCU Business Manager, and the Faculty Development and Outreach Coordinator. These members have significant duties related to the development and implementation of MCU academic and business policies and practices, and assessment thereof, in regards to the requirements of regional accreditation in general and MCU's current Quality Enhancement Plan (QEP) in particular.

(2) Extended members: Deans and Chief Academic Officers of Marine Corps War College, School of Advanced Warfighting, Command and Staff College, College of Distance Education and Training, Expeditionary Warfare School, and College of Enlisted Military Education, and Deputy Directors of the Center, Regional and Security Studies, Lejeune Leadership Institute, History Division/Gray Research Center, and National Museum of the Marine Corps.

(3) Adjunct members will be assigned as needed for discrete events, projects, and the like, such as VP or Director designated leads for producing compliance narratives, drafting reports, providing documentary evidence, or developing proposals for a QEP.

(4) The Director, ASD will assign an 8802 Education Officer to serve as the AWG Secretary.

(5) Other personnel may be required to attend meetings on an as needed basis.

b. Meetings

(1) Full AWG meetings will occur quarterly. The Core Team will meet on a monthly basis. The AWG can be called into session on an as-needed basis by the Chair, or as requested by the President, MCU. Meetings will generally be open to the MCU community.

(2) The Chair will prepare and disseminate an agenda prior to each meeting. The agenda may be informed by its members as well as requests from University, school, or directorate leadership.

(3) Meeting procedures will be governed by Robert's Rules of Order.

(4) A quorum for the AWG will consist of one half of the members plus one. Recommendations should reflect consensus among members.

(5) Following each meeting, the Chair will prepare the minutes for member review. Final minutes will be retained in ASD archives. If requested, minutes from meetings, including Committee reports, if applicable, will be furnished to MCU officials, faculty, and staff members.

(6) The Chair presents AWG concerns and recommendations to governing bodies, such as the Board of Visitors, President's Planning Council, Executive Steering Committee, or Faculty

Council, and to individual leaders, such as the Vice Presidents, Deans, or MCU President, as appropriate.

Related Policies and Forms:

BOV Charter

Faculty Council

SACSCOC Accreditation Roles and Responsibilities

Promulgated: 30 Sep 2021

Reviewed: 2 Dec 2022

Revised: _____

List of Policies Required for SACSCOC accreditation

Functional Lead: Provost

Division: ASD

Reference: (a) SACSCOC Principles of Accreditation

(b) Resource Manual for the Principles of Accreditation

1. Purpose. This section provides two sets of lists associated with Marine Corps University's Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) accreditation.

a. List of SACSCOC policies and guidelines that are potentially applicable to Marine Corps University (MCU).

b. List of Policies that SACSCOC requires each institution to have for purposes of accreditation (some of these policies may be combined as necessary).

2. Potentially Applicable SACSCOC Policies and Guidelines

- a. Advertising and Student Recruitment
- b. Agreements Involving Joint and Dual Academic Awards
- c. Complaint Procedures Against SACSCOC or Its Accredited Institutions
- d. Developing Policy and Procedures Documents
- e. Distance and Correspondence Education
- f. Institutional Obligations for Public Disclosure
- g. Integrity and Institutional Obligations to SACSCOC
- h. Reaffirmation of Accreditation and Subsequent Reports
- i. Substantive Change for SACSCOC Accredited Institutions
- j. The Accreditation Liaison

3. Policies Required by SACSCOC

- a. Board/administrative distinction
- b. Conflict of interest for board members

- c. Board dismissal
- d. Board self-evaluation
- e. Institution-related entities
- f. Personnel appointment and evaluation
- g. Faculty appointment and evaluation
- h. Academic freedom
- i. Academic policies
- j. Public information
- k. Academic governance
- l. Admissions policies and practices
- m. Distance and correspondence education
- n. Policies for awarding credit
- o. Evaluating and awarding academic credit
- p. Student rights
- q. Student complaints
- r. Substantive change

Related Policies and Forms:

SACSCOC Accreditation Roles and Responsibilities

SACSCOC Accreditation Working Group

Promulgated: 21 Sep 2020

Reviewed: 2 Dec 2022

Revised: _____

PAJE JPME Accreditation – Roles and Responsibilities

Functional Lead: Provost

Division: Academic Support Division (ASD)

Responsible Office: PME Policy Section

Ref: (a) CJCSI 1800.01F, Officer Professional Military Education Policy, 15 May 2020

1. Purpose. The purpose of this section is to provide Marine Corps University (MCU) personnel with an overview of the requirements for maintaining Joint Professional Military Education (JPME) accreditation and define roles and responsibilities in carrying out those requirements.

2. Background. The reference establishes the Chairman, Joint Chiefs of Staff policy for JPME and requirements for the Process for Accreditation of Joint Education (PAJE). Unlike regional accreditation for its degrees, JPME accreditation is applicable to specific programs rather than MCU as an institution.

a. MCU's PAJE accredited programs are:

- (1) JPME, Phase I: Resident and Distance Command and Staff College (CSC) programs;
- (2) JPME, Phase II: Marine Corps War College (MCWAR).

b. MCU also participates in various Joint Education Committees and Working Groups:

- (1) Military Education Coordination Council (MECC)
- (2) MECC Working Group (WG)
- (3) MECC Distance Education Coordination Committee (DECC)
- (4) Joint Faculty Education Conference
- (5) Joint Leader Development Council Working Group

3. Policy

a. Roles

- (1) The President, MCU represents MCU at the MECC.
- (2) The Provost exercises functional oversight and tasking authority for MCU's PAJE compliance efforts. The Provost is the MCU representative to the MECC WG, and represents MCU at the MECC in the absence of the President, MCU.

(3) The Director, MCWAR will ensure that MCWAR continually meets JPME Phase II requirements, submits required reports, and is lead planner for, and executor of, JPME Phase II accreditation efforts. The Director is a member of the MECC. The Dean, MCWAR is a member of the MECC WG.

(4) The Directors, CSC and College of Distance Education and Training (CDET), respectively, will ensure that resident CSC and distance CSC programs continually meet JPME Phase I requirements, submit required reports, and are co-lead planners for, and executors of, JPME Phase I accreditation effort requirements.

(a) The Director, CSC is a member of the MECC.

(b) The Dean, CSC is a member of the MECC WG

(c) The Dean and Associate Dean for CSCDEP, CDET are members of the DECC.

(5) All MCU elements are in support of PAJE requirements, as applicable. Directors, MCWAR, CSC, and CDET are authorized direct liaison with MCU programs and staff sections for PAJE support requirements. Issues regarding the necessity or sufficiency of requested support will be referred to the Provost for resolution.

(6) Directors, MCWAR, CSC, and CDET (CSCDEPs) will ensure that their faculties and staff participate on PAJE team reviews of other JPME institutions and programs as part of their professional service requirements.

4. Procedures

a. PAJE, the MECC, the MECC WG, and DECC activities are coordinated by the J-7 Joint Education Division (JED). The MECC typically meets twice each Academic Year, in the fall and spring, preceded by meetings of the MECC WG.

b. Reports required by the reference will be routed to the President, MCU for information via Academic Affairs (ASD) prior to submission to JED.

Related Policies and Forms:

Accreditation Working Group

SACSCOC Accreditation Roles and Responsibilities

Promulgated: 21 Sep 2020

Reviewed: 2 Dec 2022

Revised: 21 Sep 2020

SACSCOC Institutional Accreditation – Roles and Responsibilities

Functional Lead: Provost

Division: Academic Support Division (ASD)

Responsible Office: Institutional Accreditation Liaison

Ref: (a) 10 USC 8592: Degree granting authority for Marine Corps University
(b) Principles of Accreditation: Foundation for Quality Enhancement, 2018 Edition
(c) Resource Manual for the Principles of Accreditation
(d) Integrity and Institutional Obligations to SACSCOC
(e) SACSCOC Substantive Change Policy

1. Purpose. The purpose of this section is to provide Marine Corps University (MCU) personnel with an overview of the requirements for maintaining institutional accreditation and define roles and responsibilities in carrying out those requirements.

2. Background. Per reference (a), the President, MCU is authorized by the United States Congress to confer appropriate degrees upon graduates who meet degree requirements. A degree may not be conferred unless:

(1) the Secretary of Education has recommended approval of the degree in accordance with the Federal Policy Governing Granting of Academic Degrees by Federal Agencies; and

(2) MCU is accredited by the appropriate civilian academic accrediting agency or organization to award the degree, as determined by the Secretary of Education.

The Secretary of Education has recommended approval of three master's degrees – a Master of Military Studies for MCU's intermediate level PME program at resident Command and Staff College (CSC), a Master of Operational Studies for the advanced intermediate School of Advanced Warfighting (SAW), and a Master of Strategic Studies at its senior level PME program, Marine Corps War College (MCWAR).

Accreditation status. MCU is a member of, and accredited by, the United States southeast regional accrediting body, the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), which granted initial accreditation in 1999, and re-affirmed it in 2005 and 2015.

Accreditation certifies that MCU as an institution, and the educational value of its degrees, meet the established and recognized standards for academic institutions of higher learning contained in the Principles of Accreditation (reference (b)) and applicable SACSCOC policies, per the guidance contained in reference (c).

Reaffirmation process. Reaffirmation review consists of a comprehensive analysis of MCU as an institution, and is therefore not limited to merely the degree granting programs. Every aspect of the University's functions – its authorities, organization, personnel, facilities, services, fiscal

status, faculty credentials, policies, assessments, etc. come under review. In some ways, it is broadly analogous to a complete military Inspector General command inspection.

The process consists of 1) MCU submission of a Compliance Certification; 2) an off-site review and report by a SACSCOC Committee of evaluators that assesses compliance with the Principles of Accreditation; 3) MCU submission of a Quality Enhancement Plan (QEP) to improve student learning; 4) an on-site review and report by a different SACSCOC Committee of evaluators to finalize assessment of compliance, address issues of non-compliance, and evaluate acceptability of the QEP; 5) review by the SACSCOC Committee on Compliance and Reports (C&R) of the evaluating committees' reports (and institutional responses, if any); 6) review by the SACSCOC Executive Council of the C&R recommendation; and 7) final determination by the SACSCOC Board of Trustees on reaffirmation and any monitoring activities it may require for identified deficiencies, if any. The Fifth Year Interim Report between re-affirmation reviews is required to assess progress toward implementing the approved QEP and demonstrate compliance with selected requirements from the Principles of Accreditation identified by SACSCOC the year before the interim report is due.

3. Policy

a. Maintaining institutional accreditation is of the highest priority, second only to ensuring that educational programs meet service and joint professional development requirements. MCU policies, procedures, and practices will comply with relevant SACSCOC policies and the accreditation standards reflected in the SACSCOC Principles of Accreditation at reference (b).

b. MCU headquarters primary staff and program directors will familiarize themselves with the provisions of reference (b), and will be guided by reference (c) in the development of policies, processes, and practices, where applicable. In particular, the provisions of reference (d), SACSCOC policy regarding the fundamental "Principle of Integrity" – which requires MCU to be completely candid in self-assessment and honest in dealing with SACSCOC, and to be able to demonstrate that it in fact does what it claims to do – will apply to all of MCU's activities.

c. The MCU Principles of Accreditation responsibility matrix (see related policies and forms below) designates VP oversight, primary office lead, and supporting elements on each Principle of Accreditation, for ensuring MCU policies, practices, and procedures meet established standards. The designated office will also be responsible for drafting compliance narratives for SACSCOC required reports. The Accreditation Working Group charter (see related policies and forms below) codifies the establishment of an Accreditation Working Group to coordinate and oversee the execution of accreditation requirements.

d. The Provost will develop and publish a schedule of designated key personnel, program directors, and faculty and staff to attend the SACSCOC Annual Meetings and / or other relevant SACSCOC orientation and training events when required. The Provost is delegated authority to revise the MCU Principles of Accreditation responsibility matrix and the Accreditation Working Group charter when and as needed to ensure compliance with institutional accreditation requirements.

e. Substantive Changes. Substantive changes are defined in reference (e). Depending on the type of change, the University has a responsibility to either notify or seek approval from SACSCOC prior to implementing any significant modification or expansion of the nature and scope of our academic programs, which meet the definition of substantive change in reference (e).

4. Procedures. In order to implement accreditation requirements in a systematic manner, MCU has developed a unique, within the Marine Corps, organizational structure and instituted various standard means of review and assessment.

a. A Board of Visitors (BOV), appointed by the Secretary of the Navy, composed of experienced educators and senior retired military members, serves as an advisory board to the President, MCU on institutional matters. It normally meets twice a year, in the fall and spring.

b. The Provost serves as the Chief Academic Officer to the President, MCU, and oversees the implementation of accreditation requirements. Within the Academic Affairs department, the Director, Academic Support Division serves as the MCU Institutional Accreditation Liaison to SACSCOC.

c. The Provost has overall cognizance of MCU substantive changes and will ensure that the directors of all educational programs and administrative and educational support units are aware of what constitutes a substantive change. It is the responsibility of these directors to report any proposed changes that meet these requirements to the Provost. The venues for addressing these proposed changes and for ensuring that appropriate reporting requirements are met are educational program reviews and PPC meetings. Based on the recommendation of the PPC, the President, MCU will either approve or deny the proposed change. If approved, the Provost will notify or submit the proposal for substantive change to SACSCOC, as applicable.

d. A Faculty Council, chaired by a faculty member chosen by its members, is authorized to provide direct and independent advice and recommendations to the President, MCU on all matters of institutional governance.

e. The Vice-President for Operations and Plans (VPOP) oversees MCU's institutional effectiveness program through the Director, Institutional Research, Assessment, and Planning (IRAP). IRAP manages the MCU data collection and analysis process, and prepares appropriate reports of effectiveness.

f. An Accreditation Working Group, under Provost oversight, will monitor compliance with accreditation requirements and coordinate their execution.

Related Policies and Forms:

MCU Principles of Accreditation responsibility matrix

Accreditation Working Group charter

Board of Visitors

List of SACSCOC Required Policies

Faculty Council Charter

IRAP Plan

Quality Enhancement Plan
VPOP Regs (PPC)

Promulgated: 30 Sep 2021

Reviewed: 2 Dec 2022

Revised: _____

MCU Principles of Accreditation Responsibility Matrix

Section	Standard	Descriptor	CR	5 th Yr Rpt	Requires MCU Policy	Applicable SACSCOC Policy	Oversight	Lead	Support
1 Principle of Integrity	1.1	Integrity	✓			✓	Pres	Provost	All Hands
2 Mission	2.1	Institutional mission	✓				Pres	Provost	PPC / FacCouncil
3 Basic Eligibility Standards	3.1.a	Degree-granting authority	✓				Provost	ASD	Prgm Dirs
	3.1.b	Coursework for degrees	✓			✓	Provost	ASD	Prgm Dirs
	3.1.c	Continuous operation	✓				VPOP	Operations	Prgm Dirs
4 Governing Board	4.1	Governing board characteristics	✓			✓	Provost	SJA	FDOC
	4.2.a	Mission review				✓	Provost	FDOC	ASD
	4.2.b	Board/administrative distinction			✓		Provost	SJA	FDOC
	4.2.c	CEO evaluation/selection					Provost	ASD	FDOC
	4.2.d	Conflict of interest			✓		Provost	SJA	FDOC
	4.2.e	Board dismissal			✓		Provost	SJA	FDOC
	4.2.f	External influence					Provost	SJA	FDOC
	4.2.g	Board self-evaluation			✓		Provost	IRAP	FDOC
	4.3	Multiple-level governing structure			✓	✓	Provost	SJA	FDOC
5 Administration and Organization	5.1	Chief executive officer	✓			✓	Provost	ASD	Liaison
	5.2.a	CEO control					Provost	ASD	Liaison
	5.2.b	Control of intercollegiate athletics					Provost	ASD	Prgm Dirs
	5.2.c	Control of fund-raising activities					Provost	SJA	VPs/Dirs
	5.3	Institution-related entities			✓		Provost	SJA	Comptroller
	5.4	Qualified administrative/academic officers		✓			VPBA	CivPers	Prgm Dirs
	5.5	Personnel appointment and evaluation			✓		VPBA	CivPers / Admin Svcs	Prgm Dirs
6 Faculty	6.1	Full-time faculty	✓	✓			VPBA	CivPers / Admin Svcs	Prgm Dirs
	6.2.a	Faculty qualifications					Provost	FDOC	Prgm Dirs
	6.2.b	Program faculty		✓		✓	Provost	FDOC	Prgm Dirs
	6.2.c	Program coordination		✓			Provost	ASD	Prgm Deans
	6.3	Faculty appointment and evaluation			✓		VPBA	CivPers / Admin Svcs	Prgm Dirs
	6.4	Academic freedom			✓		Provost	ASD	Prgm Dirs
	6.5	Faculty development					Provost	Prgm Dirs	FDOC
7 Institutional Planning and Effectiveness	7.1	Institutional planning	✓				VPOP	IRAP	Directors
	7.2	Quality Enhancement Plan				✓	Provost	ASD	AWG
	7.3	Administrative effectiveness					VPOP	IRAP	Directors
8 Student Achievement	8.1	Student achievement	✓	✓			VPOP	IRAP	Prgm Dirs
	8.2.a	Student outcomes: educational programs		✓		✓	Provost	IRAP	Prgm Dirs
	8.2.b	Student outcomes: general education				✓	Provost	IRAP	CEME
	8.2.c	Student outcomes: academic and student services				✓	Provost / VPBA	ASD / AdminSvcs	IRAP
9 Educational Program Structure and	9.1	Program content	✓	✓		✓	Provost	Prgm Dirs	Prgm Deans
	9.2	Program length	✓	✓		✓	Provost	Registrar	Prgm Dirs

MCU Principles of Accreditation Responsibility Matrix

Section	Standard	Descriptor	CR	5 th Yr Rpt	Requires MCU Policy	Applicable SACSCOC Policy	Oversight	Lead	Support
Content	9.3	General education requirements	✓				Provost	CEME	CDET
	9.4	Institutional credits for an undergraduate degree				✓	Provost	CEME	CDET
	9.5	Institutional credits for a graduate/ professional degree				✓	Provost	Registrar	Prgm Dirs
	9.6	Post-baccalaureate rigor and curriculum					Provost	Prgm Deans	ASD
	9.7	Program requirements					Provost	Prgm Dirs	Registrar
10 Educational Policies, Procedures, and Practices	10.1	Academic policies			✓	✓	Provost	ASD	VPs and Dirs
	10.2	Public information		✓	✓	✓	Provost	Registrar	Prgm Dirs
	10.3	Archived information		✓		✓	Provost	Registrar	Prgm Dirs
	10.4	Academic governance			✓	✓	Provost	FacCouncil	ASD
	10.5	Admissions policies and practices		✓	✓	✓	Provost	Registrar	Prgm Dirs
	10.6	Distance and correspondence education		✓	✓	✓	VPDL	CDET	Registrar
	10.7	Policies for awarding credit		✓	✓	✓	Provost	ASD	Prgm Deans
	10.8	Evaluating and awarding academic credit			✓	✓	Provost	ASD	Prgm Dirs
	10.9	Cooperative academic arrangements		✓		✓	Provost	ASD	Prgm Dirs
11 Library and Learning / Information Services	11.1	Library and learning/information resources	✓			✓	Provost	Dir, Libraries	Dirs, IT and ET
	11.2	Library and learning/information staff					Provost / VPBA	Dir, Libraries	Dir, ET
	11.3	Library and learning/information access				✓	Provost	Dir, Libraries	Dir, ET
12 Academic and Student Support Services	12.1	Student support services	✓	✓		✓	Provost / VPBA	ASD / AdminSvcs	Prgm Dirs
	12.2	Student support services staff					Provost / VPBA	ASD / AdminSvcs	Prgm Dirs
	12.3	Student rights			✓	✓	Provost	ASD	Prgm Dirs
	12.4	Student complaints		✓	✓	✓	VPBA	AdminSvcs	Prgm Dirs
	12.5	Student records				✓	Provost	Registrar	Dirs IT & ET
	12.6	Student debt					VPBA	Comptroller	n/a
13 Financial and Physical Resources	13.1	Financial resources	✓				CoS/Ex VP	Comptroller	ESC
	13.2	Financial documents	✓				CoS/Ex VP	Comptroller	RAs
	13.3	Financial responsibility					CoS/Ex VP	Comptroller	Fund Mgrs
	13.4	Control of finances					CoS/Ex VP	Comptroller	Fund Mgrs
	13.5	Control of sponsored research/ external funds					Provost	Comptroller	Dir, Rsrch
	13.6	Federal and state responsibilities		✓			VPBA	Comptroller	ASD
	13.7	Physical resources		✓		✓	VPBA	Facilities	Prgm Dirs
	13.8	Institutional environment		✓			VPOP	Operations	All Hands
	14.1	Publication of accreditation status		✓		✓	Provost	ASD	Prgm Dirs
14 Transparency and Institutional Representation	14.2	Substantive change			✓	✓	Provost	ASD	Prgm Dirs
	14.3	Comprehensive institutional reviews		✓		✓	VPDL	CDET	ASD
	14.4	Representation to other agencies		✓		✓	Provost	ASD	Prgm Dirs
	14.5	Policy compliance				✓	Provost	ASD	VPs and Dirs

Board of Visitors

Functional Lead: Provost

Division: Academic Affairs

Responsible Office: Faculty Development and Outreach Coordinator

Reference: (a) 10 USC 8592(d)

(b) FACA Database

(c) Principle 4.1 SACSCOC Principles of Accreditation

(d) Principle 4.2 SACSCOC Principles of Accreditation

(e) Principle 4.3 SACSCOC Principles of Accreditation

1. Purpose. This policy supplements the Board of Visitors (BOV) charter and establishes policy for the board.

2. Background

a. The Board, pursuant to 10 U.S.C. § 8592(d), shall provide the Secretary of Defense and/or the Deputy Secretary of Defense, through the Secretary of the Navy and the Commanding General, Training and Education Command independent advice and recommendations on matters pertaining to U.S. Marine Corps Professional Military Education, all aspects of the academic and administrative policies of the University, higher educational standards and cost effective operations of the University, and the operation and accreditation of the National Museum of the Marine Corps. The Board focuses primarily on the internal procedures of Marine Corps University and discusses matters pertaining to the Marine Corps University accreditation and other matters including: Mission and Vision Statement, applicable DoD Instructions, diversity, wargaming, and external engagement.

b. The Secretary of Defense, pursuant to 10 U.S.C. § 8592(d) and in accordance with the Federal Advisory Committee Act (FACA) (5 U.S.C., Appendix) and 41 C.F.R. § 102-3.50(a), established this non-discretionary Board. Each federal agency that sponsors advisory committees must adhere to the requirements established by the FACA, as well as regulations promulgated by the U.S. General Services Administration's (GSA) Committee Management Secretariat. GSA has had the responsibility for overseeing the FACA since 1977. (See the U.S. General Services Administration website for more information.)

3. Policy

a. Agency or Official to Whom the Committee Reports. The Board reports to the Secretary of Defense and/or the Deputy Secretary of Defense, through the Secretary of the Navy and Commanding General, Training and Education Command. The Secretary of the Navy, pursuant to Department of Defense (DoD) policy, unless otherwise directed by statute, may act upon the Board's advice and recommendations.

b. Designated Federal Officer. The Board's Designated Federal Officer (DFO), shall be a full-time or permanent part-time DoD officer or employee designated in accordance with DoD policies and procedures. The Board's DFO is required to attend all Board and subcommittee meetings for the entire duration of each and every meeting. However, in the absence of the Board's DFO, a properly approved Alternate DFO (ADFO), duly designated to the Board in accordance with established DoD policies and procedures, must attend the entire duration of all Board and subcommittee meetings. The DFO, or the ADFO, calls all Board and subcommittees meetings; prepares and approves all meeting agendas; and adjourns any meeting when the DFO or the Alternate DFO determines adjournment to be in the public interest or required by governing regulations or DoD policies and procedures. The Provost serves in the DFO role. The Faculty Development and Outreach Coordinator is the Alternate DFO.

c. Termination. The Board shall terminate upon rescission of 10 U.S.C. § 8592(d).

d. Membership and Designation. The Board shall be composed of at least seven and not more than eleven members, per the Board of Visitors Charter. The members shall be eminent authorities in the fields of defense, academic administration, international affairs, and/or leadership. No full-time or permanent part-time University employees will serve on the Board. Membership designations are detailed in the Board of Visitors Charter.

e. Board of Visitors Subcommittees and Recordkeeping. These items are detailed in the Board of Visitors Charter.

f. Southern Association of Schools and Colleges board requirements. MCU will have a public board of at least five members that

(1) has broad and significant influence on the institution's programs and operations and plays an active role in policy-making.

(2) ensures that the financial resources of the institution are used to provide a sound educational program.

(3) ensures that both the presiding officer and a majority of other board members are neither civilian employees of the military nor active/retired military. Both the presiding officer of the board and a majority of other voting board members are free of any contractual, employment, personal or familial financial interest in the institution.

(4) is not controlled by a minority of board members or by organizations or interest separate from the board except as specified by the authorizing legislation.

(5) is not presided over by the chief executive officer of the institution.

4. Procedures

a. The Provost will budget for at least one meeting per year, preferably two, one in the fall and one in the spring.

b. The ADFO will coordinate BOV meetings, in conjunction with the protocol officer, to include travel and related administrative actions.

c. The President, MCU will approve the meeting agenda.

d. BOV charter and bylaws will be reviewed and updated, as necessary, annually.

e. The ADFO coordinates BOV requirements with higher authority.

f. The ADFO will publish BOV meeting minutes to FACA Database within 90 days of the meeting.

g. Attendees. BOV meetings are open to the public; however, the following MCU personnel will attend BOV meetings.

- (1) President MCU
- (2) Chief of Staff
- (3) DFO/Provost
- (4) ADFO
- (5) Director, ASD/Deputy VPAA
- (6) Faculty Council Chair
- (7) Vice President Business Affairs
- (8) Vice President Distance Learning
- (9) Vice President Operations and Plans
- (10) Comptroller
- (11) School/Program Directors

h. All other aspects of the Marine Corps University Board of Visitors procedures and processes such as the Board Balance Plan and Board Terms of Service are detailed in the BOV Charter. More detailed information about federal laws and regulations can be found on the General Services Administration 41 CFR Parts 101–6 and 102–3 Federal Advisory Committee Management; Final Rule.

Related Policies and Forms:

[U.S. General Services Administration Website](#)
[BoV Charter](#)

[BoV Bylaws](#)

[General Services Administration FACA Management Final Rule Website](#)

Promulgated: 21 Sep 2020

Reviewed: 2 Dec 2022

Revised: 2 Dec 2022

Revised: 21 Sep 2020

Faculty Council

Functional Lead: Provost

Division: ASD

Responsible Office: Academic Policy Officer

Reference: (a) Principle 10.4 SACSCOC Principles of Accreditation

(b) Resource Manual for the Principles of Accreditation

1. Purpose. This policy establishes operating procedures of the Faculty Council and defines its role as an independent forum responsible for expressing ideas and concerns of academic and governance matters to the President, Marine Corps University (MCU).

2. Background

a. A fully engaged faculty is essential for the ongoing intellectual development and governance of Marine Corps University. Faculty input in the form of creative ideas and innovative policy recommendations is critical to the future growth and development of the University. Consequently, the Faculty Council was established in July 2002 in order to give a voice to the unique character of the input MCU's civilian scholars and military professionals bring to the University community, and to take better advantage of the resources that this body collectively provides while serving as a vehicle for faculty input to the President, MCU.

b. Within the University's predominantly military culture, civilian faculty and educational staff members offer academic excellence that broadens and deepens the character of the educational experience for students, faculty, and administrators alike. Conversely, military faculty provide a wealth of real-world, relevant operational expertise and leadership experience. It is important to have both civilian and military faculty on the Council given their complementary strengths and experiences.

c. The faculty council also serves to promote shared governance and transparency at MCU. The council is composed of members from across all MCU schools and centers and provides a direct advising line (via both face-to-face meetings and the sharing of meeting minutes) to MCU leadership regarding faculty/staff recommendations and concerns. MCU leadership also meets bi-annually with the faculty council in an effort to keep the lines of communication open and accessible.

3. Policy

a. Voting Members. The voting membership of the Faculty Council will be determined by the Faculty Council and published in the faculty council by-laws.

b. Chair. The Chair of the Faculty Council, chosen by its membership for a two-year term (academic year), will serve on the President's Planning Council (PPC). One way the Chair presents faculty concerns and recommendations to the President, MCU is through the meetings

of the PPC. The Chair of the Faculty Council, or his/her designated representative, will be invited to attend MCU Board of Visitors meetings.

4. Procedures

a. Meeting Schedule and Scope. Meetings of the Faculty Council will be held at least twice a year, once between January and June, and once between July and December. Meetings should occur prior to the scheduled PPC meetings, in order to develop faculty concerns and recommendations that may warrant presentation to the President, MCU during the PPC. Procedures will be governed by Robert's Rules of Order. Meetings of the Faculty Council will generally be open meetings, with minutes prepared. Minutes from the Faculty Council meetings will be submitted through the Provost to the President, MCU for consideration at the PPC meeting. Any MCU faculty member can attend and observe the proceedings; however, voting will be in accordance with established Faculty Council By-Laws.

b. By-Laws. By-Laws for the Faculty Council are independently developed and subsequently approved by its voting members and so attested to by signature of the Council Chair. The By-Laws outline the purpose of the Council, its goals, function, and its internal organization and processes, including procedures for amendment. By-Laws and meeting minutes can be found in the *Faculty Council* folder on the Google Drive, which is accessible for all members.

Related Policies and Forms:

Faculty Council By-Laws

Promulgated: 1 Jul 2016

Reviewed: 2 Dec 2022

Revised: 21 Sep 2020

Student Roles in Institutional Decision-making

Functional Lead: Provost

Division: ASD

Responsible Office: Academic Policies

Reference: (a) Principle 7.1 SACSCOC Principles of Accreditation

1. Purpose. This section provides Marine Corps University (MCU) guidance regarding the role and participation of students in institutional decision-making within the University.

2. Background. MCU's student body consists of professionals who are empowered to serve and lead within service, joint, and multi-national environments at the tactical, operational, and strategic levels of war. Incorporating student participation in MCU's decision-making process allows the University to leverage the input of those we educate.

3. Policy

a. Students play an important role in institutional decision-making within the University, and they should participate actively in that process. Regardless of the school or college within the University, student participation in institutional decision-making is important to the health of the University. All MCU educational programs will incorporate student input into their decision-making processes, but the precise character of the role played by students is for each educational program director to determine.

b. Each educational program within MCU will define, as appropriate, the roles and participation of its students in institutional decision-making and document their participation.

4. Procedures. Student opportunities may include, but are not limited to, the following:

a. Class Organization, including student leadership positions interacting with University instructors and staff.

b. Course Content Review Boards as student representatives providing input on academic programs.

c. Student surveys related to effectiveness of academic programs.

d. Student focus groups related to various MCU programs.

e. Student input, where appropriate, in the academic awards process.

f. Additional opportunities as identified by each educational program director.

Related Policies and Forms:

Curriculum Review Process

Student Awards

Student Rights and Responsibilities

Promulgated: 1 Jul 2016

Reviewed: 2 Dec 2022

Revised: 21 Sep 2020

Computation of Credit Hours

Functional Lead: Provost

Division: ASD

Responsible Office: Registrar

Reference: (a) Principle 9.2 SACSCOC Principles of Accreditation

(b) Resource Manual for the Principles of Accreditation

1. Purpose. This policy provides Marine Corps University (MCU) guidance for the computation of contact hours and semester credit hours to be awarded for courses.

2. Policy

a. Credit Hours. All credits toward the University's master's degrees are earned through instruction offered by the University. Marine Corps University does not accept transfer credit from any institution. In order to serve students in the most consistent way possible, standardization is required in the computation of credit hours. To this end, MCU uses the federal definition of a credit hour as follows:

(1) Not less than one hour of classroom or direct faculty instruction and a minimum of two hours out of class student work each week for approximately fifteen weeks for one semester or trimester hour of credit, or ten to twelve weeks for one quarter hour of credit, or the equivalent amount of work over a different amount of time, or

(2) At least an equivalent amount of work as required outlined in item (a) above for other academic activities as established by the institution including laboratory work, internships, practice, studio work, and other academic work leading to the award of credit hours.

b. Contact Hours. The contact hour is the basic unit of attendance. Credit hours are computed using contact hours. The calculation of contact hours depends on the type of coursework/method of delivery as follows:

(1) Direct faculty instruction (e.g., lectures, seminars, films, exams, staff rides, and field studies): One hour of scheduled direct faculty instruction equals one contact hour [1:1]. One hour of scheduled direct faculty instruction requires a minimum of two hours of scheduled student preparation. Preparation time can include reading, written assignments, reflection and the like. Scheduled preparation time is not required for staff rides and field studies; however, program directors may schedule preparation time for staff rides and field studies if deemed necessary.

(2) Experiential learning activities (e.g., student decision exercises, war games, and practical or planning exercises): Two hours of scheduled experiential learning equals one contact hour [2:1]. Program directors may, but are not required, to schedule student preparation time for experiential learning activities.

(3) Directed research projects for which credit is calculated (e.g., the Master of Military Studies (MMS) paper at the Command and Staff College) will be scheduled. Three hours of scheduled research/mentoring time equals one contact hour [3:1].

(4) Travel, social events, administrative duties, and non-credit blocks of instruction do not count as contact hours.

c. Computation of Credit Hours. Semester credit hours will be computed by dividing contact hours by 15, rounded to the nearest whole number using common rules for rounding. For example, if the number of seminar/lecture hours for a given course totals 40, this would equate to three credit hours ($40 / 15 = 2.67 = 3.0$ credit hours). Likewise, a 40-hour practical application exercise would equate to one credit hour ($40 / 2 / 15 = 1.33 = 1$ credit hour). Finally, 40 hours of directed research/mentoring would also equate to one credit hour ($40 / 3 / 15 = 0.89 = 1$ credit hour).

3. Procedure

a. Program directors will calculate and brief course credit hours at the applicable Curriculum Review Board. The MCU Registrar will use the approved credit hours as the basis for student transcripts.

b. Validating report. Each officer residential educational program will use the Credit Hour Report (CHR) in order to submit an annual report of its contact hour and semester credit hour breakdown for the current Academic Year to the MCU Registrar NLT 15 April for EWS and 15 May for degree granting programs.

c. If needed to address any issues or inconsistencies across the University, the Director, Academic Support Division will convene a panel to review all submissions and make recommendations for resolution to the Provost.

d. Once approved, the Registrar will maintain records of the CHR to ensure the transcript generated for each of the MCU colleges and schools reflects the total number of semester credit hours, rounded to the nearest 1.0 credit hour, as reflected in the report.

Related Policies and Forms

Sample Computation of Credit Hours

Promulgated: 1 Jul 2016

Reviewed: 2 Dec 2022

Revised: 2 Dec 2022

Revised: 30 Sep 2021

Curriculum Review Process

Functional Lead: Provost

Division: ASD

Responsible Office: Education Officer

Reference: (a) DODI 1322.35, Military Education, Vol 1, 26 Apr 2022

(b) MCO 1553.4B Professional Military Education

(c) CJCSI 1800.01F, Officer Professional Military Education Policy, 15 May 2020

(d) CJCSI 1805.01C, Enlisted Professional Military Education Policy, 1 Nov 2021

(e) SACSCOC Principles of Accreditation, 2018

1. Purpose. To provide guidance on the University's curricular content and review process to ensure that it relates to policies and procedures contained in the references and incorporates the educational priorities of the Marine Corps and higher authority. This policy also provides direction for implementing the directed task to maintain a PME continuum and to ensure its relevance to the professional development of officer and enlisted Marines.

2. Background. As an accredited institution of higher learning, faculty have primary responsibility for the development of course curricula. However, as a PME institution, it is incumbent upon Marine Corps University (MCU) to ensure that its programs support the educational requirements of the Marine Corps and the Joint Force, to include the review and maintenance of the officer and enlisted PME Continuums, first defined and published in 2010. Clear delineation of roles and responsibilities for the review and development of PME continuums, curriculum, student learning outcomes, program outcomes, and program missions is essential to ensuring curriculum remains accurate, current, and relevant.

3. Policy

a. Roles

(1) The President, MCU, based on higher level guidance, the advice of the Provost, and the recommendations of program directors, approves the PME learning areas and continuums, educational program mission, program outcomes and student learning outcomes, and provides direction regarding course content priorities.

(2) The Provost is the MCU Chief Academic Officer and primary advisor to the President on all educational and academic matters. The Provost directs and oversees the educational program review process.

(3) Program directors, based on President, MCU and higher level guidance, assessment results, and service requirements, and with the advice of the Provost, relevant SMEs, program dean (or equivalent) and faculty:

(a) make recommendations as appropriate for changes to program mission, program outcomes, student learning outcomes, and the PME continua;

(b) ensure that program and course design meets institutional and joint PME accreditation standards, as applicable, and conform to best practices in higher education in all cases;

(c) ensure, in accordance with higher level direction and guidance and the needs of the service, that course content is accurate, current, and relevant.

(4) Program Deans / Chief Academic Officers advise program directors on assessed needed changes to program mission, program and student learning outcomes, institutional and joint PME accreditation standards, as applicable, best practices in higher education, the design, development, and delivery of program curriculum, and assessment of student performance.

(5) Program faculty design, develop, and deliver curricula that are current, accurate, and relevant to the professional development of the students, and assess student academic performance.

(6) The Director, Academic Support Division, under the direction of the Provost, provides educational support to program directors, deans, and faculty, and coordinates the MCU Curriculum Review Board (CRB).

(7) The Director, Institutional Research, Assessment, and Planning (IRAP), under the direction of the Vice President for Operations and Plans (VPOP), provides assessment support to program directors, deans, and faculty.

b. Definitions

(1) PME Continuums. The Marine Corps Officer and Enlisted PME Continuums were originally defined and published in 2010. The original continuum was approved by the President, MCU and made foundational to curricula development for both resident and distance learning programs. Supplemented by the Marine Corps Professional Reading Program and classified according to Bloom's Revised Taxonomy, the Marine Corps Officer and Enlisted PME Continua reflect the range of enduring program outcomes (POs) and dynamic student learning outcomes (SLOs) expected of MCU graduates at all levels.

(2) Learning Area. A logical classification of course content according to subject matter areas or overarching themes.

(a) Approved OPME learning areas are: Leadership, Warfighting, Joint, Interagency, and Multinational Operations, Regional and Cultural Studies, Communication Studies, and Critical and Creative Thinking.

(b) Approved EPME learning areas are: Leadership and Ethics, Warfighting, Communication Studies, Critical Thinking and Innovation, Regional and Cultural Studies, and Joint, Interagency and Multinational Studies.

(2) Educational Program. A combination of courses for the successful mastery of which a student is awarded complete credit and receives a completion diploma or certificate. Officer and Enlisted PME programs may be described as “course,” or “school” or “college” (e.g., Corporals Course, Expeditionary Warfare School, Marine Corps War College). The curricula of MCU Educational Programs are designed to achieve approved Program Outcomes.

(3) Program Outcome. A broad statement of a complex and multifaceted outcome intended for graduates to learn as a result of completing an educational program. Program outcomes will map to approved learning areas as applicable to the mission and scope of the program (i.e, not every educational program is required to have a program outcome for each learning area).

(4) Course. A combination of lessons in a defined subject area for which students receive a final grade based on an achievement of approved Student Learning Outcomes (e.g., MCWAR's "Warfighting and Economics" course).

(5) Student Learning Outcome (SLO). A concise statement that describes what students are expected to learn as a result of completing a program or course/s of instruction. The statement begins with an action verb that indicates the desired level of learning (in accordance with the revised Bloom's taxonomy) and corresponding type of assessment. The action verb is followed by an explanation of the specific subject matter to be learned. The assessment measure(s) associated with each SLO form the basis for student feedback and grading per the MCU policy on Student Assessment and Feedback (as augmented by program assessment and feedback policy, if any). Student learning outcomes will map to the program outcomes and approved learning areas.

(6) Lesson. An individual class, assignment, or other student activity, the aggregation of which comprise the curricula for a course. Typically, each lesson is focused on the achievement of a specific Educational Objective or Objectives and is described in a published lesson card.

(7) Educational Objective. A concise statement that describes what students are expected to learn as a result of an individual class or lesson within an educational program or course. Educational objectives are the subordinate elements that must collectively be learned to accomplish the broader expectations of an SLO. The statement begins with an action verb that indicates the desired level of learning (in accordance with accepted educational taxonomies) and corresponding type of assessment. The action verb is followed by an explanation of the specific subject matter to be learned.

c. The Curriculum Review Process consists of four major components: 1) Officer and Enlisted PME Continuum development; 2) Program Level Course Content Review Boards (CCRBs); 3) Annual Assessment of Institutional Academic Outcomes; and 4) Curriculum Review Boards (CRBs). For quality assurance, the President, MCU may direct other types of program or curriculum review for all PME programs, which could alter the following process and procedures.

(1) PME Continuum development

(a) Officer PME. The review and maintenance of the Officer PME Continuum is overseen by the Provost, in conjunction with the academic deans/chief academic officers of Expeditionary Warfare School (EWS), Command and Staff College (CSC), School of Advanced Warfighting (SAW), Marine Corps War College (MCWAR), and the College of Distance Education and Training (CDET) to ensure compatibility across the resident and distance officer PME continuum. This group reviews and recommends defined Learning Areas for PME curricula, and validates the continuity of student learning outcomes across PME programs.

(b) Enlisted PME. The review and maintenance of the Enlisted PME Continuum is overseen by the Provost, in conjunction with the academic deans/chief academic officers of the College of Military Education (CEME), Marine Corps Senior Enlisted Academy (MCSEA), Lejeune Leadership Institute (LLI), and the College of Distance Education and Training (CDET) to ensure compatibility across the resident and distance enlisted PME continuum. This group reviews and recommends defined Learning Areas for PME curricula, and validates the continuity of student learning outcomes across PME programs.

(c) The Director, ASD will develop the OPME continuum from the PO and SLO mapping, address discrepancies with the academic deans, and publish the continuum when approved by the President, MCU.

(d) The Director, CEME/MCSEA will develop the EPME continuum from the PO and SLO mapping and publish the continuum when approved by the President, MCU.

(e) Educational program directors will use the appropriate Continuum as the basis for ensuring that program curricula is rank appropriate.

(f) Approval. The President, MCU is the approval authority for the officer and enlisted continua.

(g) The Provost will ensure that the PME Continua are reviewed biennially, and updated as needed, as a precursor to the OPME and EPME Program Review Boards.

(2) CCRBs

(a) Program directors have wide latitude in determining the scheduling and conduct of CCRBs. However, at a minimum, directors will conduct a CCRB for each program course annually to ensure course content is current, accurate, relevant, and consistent with the appropriate PME Continuum and Service and Joint guidance.

(b) CCRB results will be documented; such documentation will reflect the course assessment data and any other factors (e.g. changes in doctrine, higher guidance, Fleet input and feedback, faculty recommendations, etc.) used as the basis for changes.

(3) Assessment requirements are addressed in the Assessment policy.

(4) Curriculum Review Boards (CRB). The CRB is the formal University oversight mechanism to direct long-range strategic planning, coordination, and approval of academic programs, and to evaluate the integration and progression of academic curricula within the PME Continua. Course content and assessment data related to the achievement of established POs and SLOs are reviewed biennially to ensure a progressive, systematic building-block approach is utilized throughout resident and distance education curriculum development. Additionally, curricula are evaluated for adherence to mandated PME requirements, the needs of the Marine Corps, and the accreditation policies of the PAJE and SACSCOC, as well as to ensure correlation between the various educational programs and academic rigor. Specific responsibilities and requirements of the conduct of the CRB are outlined below.

(a) CRBs will be convened biennially for each academic program. Officer PME programs CRBs will occur in even-numbered years and enlisted PME programs in odd-numbered years, unless otherwise directed. CRBs will be scheduled in two parts with Part 1 in March of each academic year and Part 2 in May.

(b) Membership and programs reviewed:

	Member	Role
All CRBs	President, MCU	Chair
	Provost, CoS, VPs	Academic and Administrative Oversight
	SgtMaj, EDCOM/MCU	Senior Enlisted Advisor
	Dirs, ASD and IRAP	Administrative SMEs
	Chair, Faculty Council	Faculty representative
	Invited SMEs	As needed
OPME CRBs	Directors and Deans/CAOs, MCWAR, SAW, CSC, CDET, EWS, LLI	Program Briefers (resident and distant) CLS, ILS, Advanced ILS, TLS, RSSC, SPC, BGSOC, EEP
EPME CRBs	Directors and Deans/CAOs, CEME, MCSEA, CDET, LLI	Program Briefers (resident and distant) LCpls Smr, Cpls Crs, Sgts Sch, Advanced Sch, Career Sch, 1stSgts Crs, SEBSP, SgtMaj Symp, SELOC, Expanded EEP
<i>OPME/EPME directors/deans are optional attendees at their counterparts' CRB</i>		

(c) Briefs. Educational program directors or their designees will brief the following intended approach to program administration for the two academic years subsequent to the CRB regarding their respective programs in the format prescribed.

(d) CRB Part 1 Brief will include:

i. Mission Statement, POs, and SLOs: approval for proposed changes, if any, and the basis for no change or the proposed changes (e.g. higher guidance, previous two-years of assessment, etc).

ii. Approval for proposed PO and SLO mapping to approved PME Continuum learning areas and taxonomy, highlighting how proposed changes compare to the current approved Continuum map.

(e) CRB Part 2 Brief will include:

i. Assessment Plan Overview: review and confirmation of general information regarding the type and frequency of measures used to assess POs and SLOs.

ii. Program Design/Overview: review and confirmation of a graphic description of the overall design and flow of course sequence for use in the MCU command brief and accreditation reporting requirements.

iii. Course Description: review and confirmation of a written description of each of the courses that comprise the program suitable for inclusion in the MCU catalog and for use in articulating credit with external institutions.

iv. Credit Hours: review and confirmation of the calculated credit hours for each course and total for the program.

v. Major Changes to the Curriculum: review and confirmation of a summary of the proposed major changes to the curriculum. Major change includes, but is not limited to, the elimination of an existing or addition of a new course and the increase or decrease of 2 or more credit hours for an existing course.

vi. Review and confirmation of curriculum treatment of identified Chairman of the Joint Chiefs of Staff special areas of emphasis, if/as applicable and/or President, MCU priority areas.

(f) Decisions. The President, MCU is the approval authority for CRB matters.

i. Once approved, Directors may not modify mission statements, program outcomes, or student learning outcomes without a subsequent CRB. Directors may request that the President, MCU conduct an “off-cycle” CRB if deemed necessary prior to regularly scheduled review.

ii. Based on assessment and CCRB results, higher guidance, etc., Directors may, and should, modify the assessment plan, program course design and descriptions, and make changes to the curriculum as needed. Significant changes to the assessment plan will include review and advice from the Director, IRAP in order to ensure DoD and JPME mandated outcomes based education criteria are met. Changes to Course names, descriptions, and credit hours will be coordinated in advance with the Director, Educational Technology and the MCU Registrar in order to ensure they are accurately reflected in educational software and the MCU Catalog, and accurately reflected and transcribed in student records.

4. Procedures

a. Learning Areas. The Provost will schedule reviews of the PME Continua Learning Areas as needed and present proposed changes to the President, MCU for approval ahead of the biennial CRBs.

b. CRBs

(1) CRB Part 1 will review program mission, POs, SLOs, and continuum mapping.

(2) CRB Part 2 will include Assessment Plan overview, Program Course Design graphic, Course description, Course credit hours, summary of major changes, and treatment of CJCS SAEs and President, MCU priority subject areas, as applicable.

(3) President's priority subject areas. President priority areas may include subjects identified by the President him or herself, but the primary intent is to identify externally derived priorities for which data calls or reports are anticipated, in order to assess the treatment of such topics across educational programs. The Provost, in conjunction with the program deans/CAOs, will develop a proposed priority subject area list for the President's approval in advance of the CRB. Additional attendees will be invited as necessary to address special areas of emphasis and/or President, MCU priorities.

(4) The Provost will approve and provide the briefing templates for each session.

(5) Educational program directors will ensure that their briefing materials are provided to the Director, ASD at least two weeks prior to the convening date of the CRB.

(6) Director, ASD will develop the record of proceedings; the Provost will approve them.

Related Policies and Forms:

Institutional Effectiveness
Computation of Credit Hours
Student Assessment and Feedback

Promulgated: 1 Jul 2016

Reviewed: 2 Dec 2022

Revised: 2 Dec 2022

Revised: 21 Sep 2020

Articulation Agreements

Functional Lead: Provost

Division: Academic Affairs

Responsible Office: Academic Support Division

1. Purpose. Establish process for Marine Corps University (MCU) to review and approve articulation agreements with other accredited institutions whereby those institutions accept MCU units, courses, or programs for credit for their degree programs.

2. Background. The implementation of an articulation policy supports students' endeavors to complete a degree or certificate program with receiving institutions. MCU encourages this process while continuing to sustain the commitment to academic quality and integrity. MCU does not accept transfer or articulated credits from any other institution.

3. Policy

a. All articulation agreements entered into by MCU will be with institutions accredited by a Department of Education recognized institutional accrediting agency.

b. Components of articulation agreements include, but are not limited to, participating institutions; clear illustration of expected credits; course/curriculum equivalencies; effective date; agreement length; points of contact from both institutions; and signatories.

c. Approval. All agreements entered into by MCU will be approved by the Provost or the President, MCU/Commanding General, Education Command (CG, EDCOM).

d. Signatory. President MCU/CG EDCOM, his/her designee, or the Provost will be the signatory for MCU.

e. Lifecycle

1) Review. All agreements will be reviewed, at minimum, every five years.

2) Termination. Expires upon expiration of agreement, no more than five years from effective date, or notification by President, MCU/CG, EDCOM; whichever, takes place sooner.

4. Procedures

a. Development of new articulation agreements

(1) Program directors interested in articulation agreements with similar external institutions, will develop the proposed agreement in accordance with this policy, staff with the SJA and the G-1 for legal sufficiency and format, and route to the Provost for review via Academic Support Division.

(2) External requests by institutions interested in articulating MCU courses will be referred to the appropriate MCU program director for assessment of viability and development of the proposed agreement.

(3) Copy of the agreement is maintained in the registrar's office.

b. Review of existing articulation agreements

(1) Existing agreements that have not been reviewed since 2017 will be reviewed and validated no later than 31 December 2022.

(2) Existing agreements do not have to be re-signed by designated signature authority until renewal.

c. Cancellation. President, MCU reserves the right to cancel an existing agreement if significant, negative action occurs concerning the accreditation status of the articulating institution or if continued collaboration with the institution would bring discredit to the Marine Corps.

d. Exceptions to policy. President, MCU has authority to waive the requirements above on a case-by-case basis (e.g. agreement for a term longer than five years).

e. Transparency

(1) Academic Support Division will inform all parties of the approval, disapproval, or cancellation of an agreement.

(2) A consolidated list of articulation agreements will be published to the MCU website.

Related Policies and Forms:

None

Promulgated: 2 Dec 2022

Reviewed: 2 Dec 2022

Revised: _____

Student Assessment and Feedback

Functional Lead: Provost

Division: Academic Support Division

Responsible Office: Education Officer

Reference: (a) Standard 8.1: Student Achievement, SACSCOC Principles of Accreditation

(b) Resource Manual for the Principles of Accreditation

(c) MCO P1610.7F, Performance Evaluation System

(d) MARADMIN 412/20, Implementation of Observed Academic Fitness Reports at Officer Resident Professional Military Education Courses

1. Purpose. The purpose of this chapter is to provide guidance regarding student assessment and feedback. It provides a broad baseline for use by educational program directors when developing specific grading policies.

2. Background. MCU curricula are based on approved Student Learning Outcomes (SLO), which, in turn, enable the achievement of Program Outcomes (PO) and the mission. The goal of assessment is to ensure that students achieve the approved POs and SLOs for a particular educational program or course. Timely and effective feedback is a critical element of assessment, providing students with an understanding of how well they addressed the requirements of a particular assignment and how successfully they accomplished the POs and / or SLOs being evaluated. MCU students are graded on how well they achieve these outcomes; however, it is important to remember that grades are simply one way to evaluate intellectual progress, not goals in and of themselves. A fair and consistent grading policy helps motivate students to excel.

3. Policy

a. Graded Assignments and Instruments. Students are assessed in a variety of ways to include exams, written assignments, oral presentations, and performance in practical application events, wargames, and exercises. Where appropriate, schools should use grading rubrics to structure student assessment and to provide a tool for shaping student expectations and consistently evaluating performance. The approval and use of grading rubrics is at the discretion of the educational program director; approved rubrics will be promulgated to students as part of the school's grading policy.

b. Grading Policies and Standard Grade Scale. Educational program directors will approve and publish the academic standards and grade requirements necessary to pass a course and/or to successfully complete an educational program (e.g., school grading policy, SOP, and student handbook). For consistency across MCU, the standard MCU Grading Scale provided below will be used for the awarding of student grades, both for individual assignments and for overall course and/or program grades, unless otherwise approved by the President, MCU.

(1) Degree programs. Students must achieve a minimum grade of B-/80% in every course, to include electives, in order to receive the degree.

(2) Non-degree Officer PME programs. Students must achieve a minimum grade of B-/80% in every course, to include electives, in order to qualify for graduation.

(3) Enlisted PME programs. Grades below 80% are considered failure of an assessment, and students must achieve a cumulative final grade of 80% to complete the course.

(4) Alternate grading. Program directors may authorize evaluation of selected assignments and courses on a HIGH PASS/PASS/FAIL basis as a means to promote intellectual risk-taking and creativity.

Grade	Percentage	Value
A+	97 – 100%	4.0
A	93 – 96.9%	4.0
A-	90 – 92.9%	3.7
B+	87 – 89.9%	3.3
B	83 – 86.9%	3.0
B-	80 – 82.9%	2.7
C	70 – 79.9%	2.0
D	60 – 69.9%	1.0
F	<59.9%	0
Incomplete (I)	0	0
Withdrawn (W)	0	0

(5) Grade Point Average (GPA). Officer PME programs will calculate a weighted GPA to reflect relative academic performance per the following formula:

(a) $\text{Sum (Course grade values multiplied by number of course credits) / Total number of credits.}$

(b) For the purpose of calculating GPA, courses grades on a High Pass/Pass/Fail basis will not be included.

(6) Final class standing and “distinguished graduates”

(a) Directors will publish the criteria by which final class standing is determined and for identifying the graduates of each class who, by their academic achievement and/or overall leadership and performance, distinguish themselves from their classmates. Criteria should address “the whole student” contribution to program requirements, of which grades and GPA are significant, but not necessarily dispositive components.

(b) Directors are authorized, but not required, to designate up to the top twenty percent (20%) of students as “distinguished graduates” per written program policies and procedures.

c. Student Feedback. Students will receive grades and faculty feedback (to include counseling on non-graded deliverables) no later than 10 working days after the event or submission deadline. At a minimum, feedback will include a paragraph of summative comments that address the extent to which the student demonstrated mastery of SLOs/POs.

d. Remediation. Educational program directors will establish policy regarding remediation of courses or assignments for which a student fails to achieve the minimally acceptable grade. Published remediation policies will describe the type and amount of remediation, the highest grade that may awarded for successful remediation, and the criteria by which students who fail remediation, or who are consistently unable to meet academic standards, will be referred to the program director for consideration of a Student Performance Evaluation Board (SPEB).

e. Academic Failure. Aside from administrative or disciplinary issues (not including academic integrity), officer resident students cannot be disenrolled from a program without the convening of an SPEB.

f. Final course grades and GPA will be posted to applicable record systems no later than 3 weeks after the end of the course (or, as applicable, course remediation efforts are resolved) or as noted here. In the case of EWS, grades are due on the last school day of April. In the case of MCWAR, SAW, and CSC in no event later than the final duty day prior to Memorial Day liberty period.

4. Procedures

a. The appropriate assigned learning management system will be used to record final grades and calculate GPA.

b. Student transcripts include GPA beginning in Academic Year 20-21. Transcripts from prior academic years do not include GPA.

c. Resident student service performance evaluation (fitness reports) requirements are addressed in a separate policy.

Related Policies and Forms:

Student Performance Evaluation Board

Student Awards

MCU Academic Fitness Report Policy

Promulgated: 1 Jul 2016

Reviewed: 2 Dec 2022

Revised: 30 Sep 2021

Academic Chair Management

Functional Lead: Provost

Division: Academic Support Division (ASD)

Responsible Office: Director, ASD

Reference: (a) Section 6: Faculty, SACSCOC Principles of Accreditation

(b) Resource Manual for the Principles of Accreditation

1. Purpose. The purpose of this chapter is to provide guidance regarding the overall identification, selection, assignment, general duties, administrative management, and assessment of Marine Corps University (MCU) academic chairs.

2. Background. MCU has a long history of being supported in its educational efforts by outside subject matter experts (SME) from other Marine Corps organizations, sister services, other governmental agencies, and by volunteer service by private individuals. Such support allows MCU to enhance its educational programs beyond the requirements of service and joint professional military educational outcomes and also supports MCU's strategic outreach goals. Because of the various methods by which chairs may be sourced, the varying laws and regulations applicable to different sources, and the need to integrate chairs into both MCU's academic culture and its administrative processes and procedures, clarity is needed to define expectations and roles and responsibilities in managing the MCU Academic Chair Program.

3. Policy

a. Definition. Academic Chairs are defined as non-MCU employee subject matter experts associated with MCU via some approved arrangement (such as a service agreement, contract, intergovernmental personnel act, etc.) to support educational programs via research, scholarship, and / or teaching in their areas of expertise.

(1) Types of Academic Chairs include designated Marines not assigned to MCU, service Chairs assigned by their parent service to MCU as faculty, interagency Chairs from other DoD or federal government agencies, and other individual SMEs who provide services to MCU per applicable federal regulations.

(2) "MCU Scholars" are distinguished from Academic Chairs as they are designated MCU Title 10 employees not permanently assigned directly to a resident PME schoolhouse, and whose duties include significant general faculty support to all educational programs in their areas of expertise. Administration and duties of MCU Scholars are determined by Department of the Navy employment regulations and applicable position descriptions.

b. The Provost exercises oversight of the MCU Academic Chair program. The Provost will, in coordination with the academic deans, identify subject matter areas in which a chair may be warranted, coordinate potential chair assignments with the sourcing activity or organization, develop and approve memorandum of understanding for chair activities, and assess chair utility and evaluate individual chair performance.

c. Identifying SME subject areas

(1) Service Chairs are identified as follows:

(a) Army, Navy, and Air Force Chairs are identified as part of the interservice faculty agreement for JPME managed and overseen by the J-7 Joint Education Division.

(b) Marine Service Chairs are SMEs from functional proponents who serve as a direct liaison to MCU for educational matters affecting that functional area. The Marine Reserve Affairs Chair is a table of organization billet. Other Marine Service Chairs are typically “non-resident” to MCU, assigned permanently within their functional area of expertise.

(c) Interagency Chairs are normally from DoD or other Federal Agencies whose missions and roles complement the Marine Corps’ operational requirements, such as Defense Intelligence Agency or Department of State.

(2) The Provost will regularly review with the academic deans, and at a minimum at least once annually, whether existing Chair subject matter areas remain warranted and/or if additional subject areas warrant seeking an Academic Chair to address.

d. Normally, the assignment of Academic Chairs to support MCU should be pursuant to a Memorandum of Agreement (MOA) with the providing entity. The Provost is the delegated authority to sign Academic Chair MOA on behalf of MCU.

e. Although priority of support may vary depending where and how the Chair is assigned within MCU, Academic Chairs provide SME general support to all educational programs. Each Academic Chair will be assigned under the administrative oversight of an educational program or staff director. The director will ensure that administrative requirements, such as network access and accounts, office space, telephones, etc., are provided at a comparable level to that of regular faculty.

f. MCU Title 10 Faculty are eligible to also serve as Chairs, if qualified; however, Chair duties must remain separate from regular duties. Employees may not receive compensation from outside sources for their regular duties.

4. Procedures

a. The Provost will ensure that Academic Chairs are included in the MCU website faculty directory.

b. Directors will provide a written assessment of Chair utility and performance to the Provost NLT 30 June each Academic Year.

Related Policies and Forms:

Faculty Qualifications and Credentials
Volunteer Service Agreement

Promulgated: 21 Sep 2020

Reviewed: 2 Dec 2022

Revised: 21 Sep 2020

Emeritus Status

Functional Lead: Provost

Division: ASD

Responsible Office: Academic Policies

1. Purpose. This policy identifies the requirements, processes, and benefits of bestowing Emeritus status on designated Marine Corps University (MCU) faculty.
2. Background. The conferring of Emeritus status is a traditional and widely followed practice in American colleges and universities for recognizing the contributions of faculty members. It signifies that one is honorably retired from the conferring institution, but retains the title last held (e.g., Professor Emeritus of National Security Affairs or Dean Emeritus of Command and Staff College).
3. Policy
 - a. Prerequisites. The President, MCU is the approval authority for the awarding of Emeritus status. The Emeritus status is conferred based upon established service. The designation will be reserved for the individual who meets the following criteria:
 - (1) Meritorious service of at least fifteen years with MCU.
 - (a) The President, MCU may waive up to three years, based on evidence of exceptional contribution by a faculty member. Scholarly or creative work and recognition in professional organizations will be considered in granting waivers.
 - (b) In computing the total combined years of service with MCU, when appropriate, the years served in uniform as an MCU military faculty member may be added to the years served as a civilian faculty member.
 - (2) Teaching faculty. A proven educator of established ability with an outstanding record of teaching excellence, including the following:
 - (a) Retirement from full-time teaching at MCU with the rank of Full Professor.
 - (b) Recognition in professional organizations.
 - (c) Recognition resulting from scholarly or creative work.
 - (d) Outstanding record of University service.
 - (3) Other MCU faculty or staff (e.g. Deans, Administrative Faculty, etc.)
 - (a) Recognition as an eminent expert in respective fields.

(b) Outstanding record of University service beyond assigned duties.

(c) Recognition resulting from activities / work that significantly enhances the reputation of the University or significantly improves the quality of the Marine Corps' educational outcomes.

b. Privileges. The designation of Emeritus provides the following privileges:

(1) A certificate attesting to that status.

(2) Access to library services and other faculty research facilities.

(3) A standing invitation to participate in commencement processions and similar ceremonies.

(4) A standing invitation to participate in academic conferences, seminars, or other presentations conducted by the University.

(5) If an educational program director concurs, the option of offering appropriate course or class offerings within the college or school's curriculum.

(6) The right to list the Emeritus title, and associated affiliation with MCU, on any publication or professional document.

(7) Listing in the faculty directory, University catalogs, and similar publications.

4. Procedures

a. Nomination process

(1) Educational program directors will submit an Emeritus Nomination Form, a current vita of the nominee, and any other supporting documents to Academic Support Division. All documents must be submitted in electronic format.

(2) The Provost will forward the recommendation to the MCU Board of Visitors (BOV) electronically for review, comment, and recommendation.

(3) Academic Support Division will consolidate BOV recommendations and forward them to the President, MCU.

(4) The President, MCU, will consider the nomination packet and recommendations of the BOV, and then render a decision.

b. Recognition. Upon approval by the President, MCU, the Provost will notify the nominee and educational program director, and arrange an appropriate recognition ceremony.

Related Policies and Forms:
Emeritus Nomination Form

Promulgated: 1 Jul 2016

Reviewed: 2 Dec 2022

Revised: 21 Sep 2020

Expectations for Service

Functional Lead: Provost

Division: ASD

Responsible Office: ASD

Reference: (a) SACSCOC Principles of Accreditation

(b) CJCSI 1800.01F

1. Purpose. This chapter provides guidance on academic service at Marine Corps University (MCU).

2. Background

a. MCU recognizes the value of its academic personnel taking time away from teaching and research to be of service to the University, other Marine Corps and government organizations, academic communities, and the local community. Academic service activities are more than additional duties. Such activities not only advance the work of the University and the individual's field, they also enhance the reputation of the University with important external stakeholders and communities.

b. The descriptions of service found in this policy are not intended to be exhaustive, but rather to provide clarification and examples of the types of activities that can be categorized as academic service.

3. Policy

a. Academic Service to MCU. MCU calls on its academic personnel to assist with many different aspects of its planning, operations, and governance. Service in this category is not always based on one's academic expertise and may include activities that are primarily administrative or related to governance. Expectations for service will differ according to faculty level and rank. Examples of service in this category include:

- (1) Serving as a Faculty Council representative
- (2) Providing faculty development sessions
- (3) Mentoring junior colleagues
- (4) Participating in hiring committees
- (5) Participating in working groups and committees
- (6) Serving as an institutional representative to an external group or activity
- (7) Serving as a SACSCOC accreditation evaluator or PAJE accreditation evaluator

(8) Developing and/or peer-reviewing written products in support of the Marine Corps History Division's mission.

b. Academic Service to other Marine Corps or government organizations. When another government organization calls on MCU's personnel to use their academic expertise (rather than providing institutional representation), the activity may be considered academic service. Examples of service in this category include:

(1) Participating in working groups, committees, and initiatives

(2) Providing in-person advice or guidance to a leader of organization based on academic expertise

(3) Developing written analytic or advisory products based on academic expertise to inform policy development or decision-making

c. Academic service to academic communities. An important component of the professional lives of MCU's academic personnel is participation in their academic communities. In some cases, this participation may be limited to scholarly exchanges. However, it is common for academic personnel to participate in these communities in other ways as well. Examples of service in this category include:

(1) Serving as a peer reviewer for or on the editorial board of an academic press or journal

(2) Holding elected or appointed office in the governance structure of a professional association

(3) Participating in task forces, committees, and working groups

(4) Mentoring students and junior colleagues in one's field

(5) Providing written analytic or advisory materials to help inform decision-making in one's professional association(s)

(6) Advising civilian academic departments on preparing students for careers outside civilian academia

d. Academic service in local communities. While many of MCU's personnel are active in their communities, there are times when their contribution takes on the character of academic service rather than civic participation or institutional outreach. Examples of service in this category include:

(1) Delivering a guest class about one's research to a high school or community college

(2) Providing information from one's academic background to a local organization or initiative such as an historical society or emergency preparedness initiative.

(3) Participating in MCU's Speaker's Bureau.

4. Procedures

a. Specific individual academic service expectations should be, when appropriate, incorporated into a faculty member's annual performance appraisal plan. Faculty members will report academic service activities to academic deans or program directors annually.

b. There can be overlap between academic service and other activities, such as outreach, scholarship, and professional development. For example, when attending a conference, one individual may attend sessions that provide new information (scholarship), attend a workshop to develop a new analytic skill (professional development), present a paper (scholarship), develop or reinforce relationships with his/her professional network (outreach), meet with a publisher about a book proposal (scholarship), mentor students or junior colleagues (service), identify an opportunity to partner with another academic institution (outreach), and participate in a governing council for the academic association holding the conference (service). Therefore, one event or initiative may be reported as supporting multiple goals. Some activities also involve judgment calls. For example, a talk to a local high school may be categorized as service, outreach, or both depending on the topic and the nature of the request.

Related Policies and Forms:

Academic Freedom and Non-attribution

Faculty Council

Faculty Development

Title 10 Employee Regulations

Research and Sponsored Projects

Speaker's Bureau

Strategic Plan

Promulgated: 30 Sep 2021

Reviewed: 2 Dec 2022

Revised: 30 Sep 2021

Dr. Elihu Rose Award for Teaching Excellence

Functional Lead: Provost

Division: ASD

Responsible Office: Registrar

1. Purpose. This policy defines the processes for the faculty Rose award.
2. Background. Each year the President, Marine Corps University (MCU), in coordination with the Marine Corps University Foundation, presents the Dr. Elihu Rose Award for Teaching Excellence to Marine Corps University's most outstanding educators to recognize excellence in teaching. The Rose Award is named in honor of Dr. Elihu Rose, one of the founding members of the Marine Corps University Foundation.
3. Policy. Recognition is based on three distinct categories: civilian, officer, and enlisted teaching faculty, with one resident and one non-resident awardee in each category. Teaching excellence is the primary selection criterion. Selection committees convened as below and consisting of the educational program Deans or their designated representatives review all nominations and determine the Rose Award recipient for each category.
4. Procedures
 - a. All nominations will be forwarded to the University Registrar.
 - (1) For officer resident programs, the Provost will convene the panel.
 - (2) For enlisted resident programs, the Director, College of Enlisted Military Education will convene the panel.
 - (3) For distance programs, the Vice President for Distance Learning (VPDL) will convene the panel.
 - (4) The University Registrar will maintain a record of the results of each panel.
 - b. The President, Marine Corps University will announce the award recipients and present the awards at an appropriate ceremony. Dr. Rose will be invited to the awards presentation ceremonies each year.
 - c. Each year, the Provost will publish the selection criteria and supporting documentation via separate letter of instruction.

Related Forms and Policies:

Faculty Qualifications and Credentials

CDET awards Policy

Promulgated: 30 Sep 2021

Reviewed: 2 Dec 2022

Enclosure (17)

Revised: 30 Sep 2021

Faculty Development

Functional Lead: Provost

Division: Academic Affairs

Responsible Office: Faculty Development and Outreach Coordinator

Reference: (a) SACSCOC Principles of Accreditation

1. Purpose. This policy provides guidance on the orientation and continued professional development of Marine Corps University (MCU) faculty members. For the purpose of this policy, the term faculty member refers to full-time faculty, unless otherwise specified. The institution provides ongoing professional development opportunities for faculty members as teachers, scholars, and practitioners, consistent with the institutional mission.

2. Background

a. A professional, well-educated faculty is key to the vitality of any educational institution. Therefore, MCU is committed to providing its faculty with high quality professional development experiences, made possible through learning opportunities created by the University administration and individual schools and colleges.

b. Principle of Accreditation. The institution provides ongoing professional development of faculty as teachers, scholars, and practitioners.

3. Policy

a. Initial Faculty Development. Newly assigned MCU faculty must understand the organization, policies, and procedures of both the University and the individual school prior to assuming educational responsibilities with students. All new faculty are required to attend school and MCU New Faculty Orientation offered each year just prior to the start of the AY.

(1) University Responsibilities. Prior to the beginning of the academic year, and in coordination with individual schools, the Faculty Development and Outreach Coordinator (FDOC) will organize faculty orientation sessions for newly assigned personnel.

(2) School and College Responsibilities. Directors and deans will ensure that all faculty members, including adjunct faculty members, are well-prepared to execute all duties and responsibilities. New faculty orientation sessions, training courses, and teaching practica at the school level will center on educational philosophy, techniques, policies, and procedures for that school/college. Directors will document the completion of all new faculty development requirements and will provide that information in an annual report to the FDOC for tracking.

(3) Individual Faculty Member Responsibilities. Faculty members have the responsibility to familiarize themselves with topics as prescribed for the developmental sessions at the University and school level. In doing so, new faculty members will participate in all formal, University-level faculty orientation sessions and school-specific new faculty orientation sessions,

training courses, and teaching practica. All individual faculty members are also responsible for developing and mastering the required teaching skills and techniques utilized at the individual colleges and schools, and fully leveraging the resources available to them.

b. Sustained Faculty Development. The continued development of faculty, both in their professional discipline and in general educational theory, is in the best interest of the faculty members and the University. The University, the colleges/schools, and individual faculty members all share in this lifelong learning responsibility. Colleges and schools are directed to conduct faculty development focused on the needs of their faculty and are encouraged to take advantage of opportunities for customized faculty development sessions conducted by MCU.

(1) University Responsibilities. The University's FDOC is responsible for developing an annual program designed to develop and enhance the teaching prowess of the University's faculty. Additionally, the FDOC will develop opportunities for professional growth through coordinated efforts targeting faculty participation in various course-content specific conferences, workshops, public forums, and online faculty learning communities. The University will sponsor faculty development sessions on educational topics applicable to all colleges and schools each calendar year. The dates and times will be coordinated to maximize faculty participation.

(2) School and College Responsibilities. Individual schools or colleges will maintain the quality of their faculty by devising tailored faculty development opportunities for their faculty members based on faculty needs, as well as the needs of the college or school. Typically, these opportunities will be specified in a developmental plan, agreed to by the faculty member and the supervisor, appropriately documented, and provided to the FDOC for tracking.

(3) Individual Faculty Responsibilities. Individual faculty members, including adjunct faculty members, have the primary responsibility to stay current with the requisite knowledge in their discipline and to become proficient in relevant and effective teaching techniques and activities. University and school faculty development programs are designed to assist faculty members in this endeavor. Faculty members, other than adjuncts, are required to attend selected faculty development sessions and President's Lecture Series events, and are expected to participate in other faculty development events as they are offered. Additionally, faculty members are encouraged to conduct research and publish in their areas of expertise as means of professional development.

c. Service and Outreach

(1) A faculty member shapes his or her academic discipline(s) by participating in service activities within MCU and with other PME institutions, civilian universities, and academic and scholarly organizations. Expectations for faculty service are addressed in the expectations for service policy linked below and will differ depending on faculty level and rank.

(2) A faculty member's participation in outreach activities is essential to his or her professional development. Through these activities, a faculty member gains insight and knowledge in relevant issues and topics. Outreach activities include, but are not limited to, MCU Speakers Bureau membership and other speaking engagements, and conferences, etc.

4. Procedures

a. Documentation. The FDOC is responsible for maintaining a master file on all formal, University-level faculty development sessions for each academic year. Schools will maintain a record of their specific faculty development efforts and forward copies to the FDOC for University consolidation. Schools will report all summer and fall faculty development activities to the FDOC by 15 January and all spring faculty development activities by 1 June. The FDOC will summarize the annual efforts as part of the command chronology for academic affairs.

b. In addition to these sessions, the Erskine Lecture Series and MCU Lecture Series are recurring MCU developmental opportunities available to all faculty members but are not under the FDOC's purview for coordination. The Leaders in Faculty Development (LiFD), formerly known as the Faculty Development Advisory Group (FDAG), is an effort to streamline faculty development efforts between MCU Faculty Development and individual schools and sections. LiFD consists of school and section representatives who work directly with in-house faculty development for their school or section. LiFD meets at least twice per AY and works closely with FDOC toward MCU faculty development initiatives. In addition, after five years of continuous service, the President, MCU may, on a case-by-case basis, grant faculty members time for professional enrichment through the University's Professional Development Off-site (PDO) Program.

c. University Faculty development topics may include, but are not limited to the following:

(1) University organization and points of contact.

(2) Resources available to staff and students such as the National Museum of the Marine Corps, History Division, Language and Culture Programs, Academic Chairs and Scholars, the Library of the Marine Corps, Marine Corps University Foundation, Lejeune Leadership Institute, the Leadership Communications Skill Center, and the Krulak Center.

(3) Institutional Effectiveness/Institutional Research programs and policies, including the MCU Four Column Matrix.

(4) Adult Learning Theory

(5) Creative Problem Solving and Critical Thinking

(6) Innovations in Instructional Strategies and Techniques and/or President MCU's priority areas.

d. College/School faculty development may include, but is not limited to the following:

(1) School organization, policies, procedures, and programs.

(2) Curriculum development, delivery, assessment, and revision.

(3) Conference group and student organization techniques and procedures.

(4) Teaching styles and adult learning techniques.

e. Illustrative examples of sustainment-related activities include, but are not limited to, faculty participation in the following:

(1) Battle Staff rides

(2) Professional conferences, seminars, and symposia

(3) Intermittent Professional Development series

(4) Peer developed “brown-bag” lunch seminars dedicated to current University research topics, faculty publications, and faculty areas of interest.

Related Policies and Forms:

Faculty Qualifications and Credentials

Professional Development Offsite

Research

Expectations of Service

MCU Fall and Spring Faculty Line-up

Virtual Faculty Development Resource Repository

Schools Faculty Development Annual Reporting Spreadsheets

Promulgated: 1 Jul 2016

Reviewed: 2 Dec 2022

Revised: 30 Sep 2021

Faculty Qualifications and Credentials

Functional Lead: Provost

Division: ASD

Responsible Office: Academic Policies

Reference: (a) SACSCOC Principles of Accreditation

(b) Resource Manual for the Principles of Accreditation

(c) DoDI 1402.06

(d) MCU/EDCOM Order 12000.1B

(e) CJCSI 1800.01F

(f) CDET Policy Letter 04-16 CDET Faculty Member Qualifications

1. Purpose. This section supplements reference (d) for civilian faculty at Marine Corps University (MCU) and adds additional guidance for Military and Adjunct Faculty.

2. Background

a. The academic core of Marine Corps University is its faculty, made up of carefully selected military personnel and civilians who are directly involved in the development, instruction, assessment, revision, and adaptation of the curricula to ensure its standards, quality, and relevance. Additionally, as representatives of academic disciplines and the profession of arms, faculty members are involved in the research, service, and professional development in their areas of competency in support of Marine Corps University's educational programs. Specific focus and emphasis for faculty members will depend on the educational setting to which they are assigned; however, faculty members are encouraged to actively share their expertise throughout the University's educational programs. Unless otherwise noted, items contained within this policy apply to both military and civilian faculty members employed full and part-time. Policies and procedures of individual schools and support establishments mentioned in this policy (e.g., College of Distance Education and Training (CDET)) should be referenced for more specific information regarding military and civilian adjunct faculty members and civilian contract employees.

b. Military faculty are uniformed personnel who prepare, design and/or teach professional military education (PME) curricula or conduct research related to PME. Military personnel are assigned as faculty to the various colleges, schools, and academies by Headquarters, Marine Corps (HQMC). Marine Corps University works closely with HQMC and other services to ensure that highly qualified faculty members are assigned to meet the mission requirements of its colleges, schools, and academies. The Marine Corps classifies and assigns military personnel worldwide as equitably as possible to ensure a high state of readiness and the availability of highly qualified personnel to meet the requirements of each of the Marine Corps University schools. Military faculty are designated as teaching faculty, responsible for developing and delivering curricula, lecturing, instructing, facilitating discussions in seminars, and mentoring students.

c. Adjunct faculty are faculty who are not employed or contracted full-time in support of MCU but rather augment educational programs on a contingent basis. Adjunct faculty members at Marine Corps University may include active duty or retired officers or staff noncommissioned officers who possess sound leadership practices and the operational experience and acumen relevant to enhancing resident and distance learning seminars. Likewise, adjunct faculty may include academic scholars and other civilians who possess appropriate degrees, qualifications, and competencies in the teaching disciplines related to the PME curricula.

d. Applicable Principles of Accreditation. In general, as stated in reference (b), “Qualified, effective faculty members are essential to carry out the mission of the institution and to ensure the quality and integrity of its academic programs. The emphasis is on overall qualifications of a faculty member, rather than simply academic credentials. While academic credentials in most cases may well be the standard qualification for faculty members, other types of qualifications may prove to be appropriate. Examples could include appropriately related work experiences in the field, professional licensure and certifications related to the teaching assignment, honors and awards, continuing professional development, relevant peer-reviewed publications, and/or continuous documented excellence in teaching. These types of qualifications are especially important in professional, technical, and technology-dependent fields.”

(1) For each of its educational programs, the institution justifies and documents the qualifications of its faculty members. (Faculty qualifications)

(2) For each of its educational programs, the institution assigns appropriate responsibility for program coordination. (Program coordination)

(3) The institution publishes and implements policies regarding the appointment, employment, and regular evaluation of faculty members, regardless of contract or tenure status. (Faculty appointment and evaluation)

(4) Per reference (b), the instructor of record is the person qualified to teach the course and who has overall responsibility for the development/implementation of the syllabus, the achievement of student learning outcomes included as part of the syllabus, and for issuing grades. Therefore, delivering a lecture or series of lectures does not make someone an instructor of record. Likewise, instructional assistants may be involved in the delivery of a course without being designated as the instructor of record, as long as they are working under the authority of at least one instructor of record who bears overall responsibility for the course.

(5) The subject matter of the course is key in determining whether a faculty member is qualified. As a result, the possession of a terminal degree does not automatically qualify someone to teach a course if the terminal degree is in a field unrelated to the subject matter of the course.

3. Policy

a. Accountability for Student Learning. Marine Corps University’s curricula focus on developing ethical leaders, skilled warfighters, critical and creative thinkers, and resourceful

operators and planners. Upon graduation, its students must be skilled in the arts and sciences of war and capable of critical and creative thinking, sound judgment, and reasoned decision-making. All faculty members are obligated to develop and deliver curricula that will help students achieve these particular abilities and other relevant outcomes. Therefore, faculty members charged with developing curricula are required to write measurable student learning outcomes, assess students' achievement of those learning outcomes, and seek continual improvement of their curricula based on the assessment of student learning. All faculty members shall comply with the policies and procedures related to these processes and the policies of applicable accrediting bodies, such as the SACSCOC.

b. Civilian Faculty Qualifications and Credentials

(1) Civilian teaching faculty must meet the particular credential requirements set forth by the applicable Position Description (PD). Additionally, civilian teaching faculty in full-time support of a degree-granting program must also meet the guidelines contained within SACSCOC Principles of Accreditation. See Table 1 for more information.

(2) Consideration is given to the highest earned degree in the discipline and to one's competence, effectiveness, and capacity related to the field of study and teaching; qualifications are to be directly and specifically linked to the courses assigned to the faculty member. Refer to references (c) and (d) for specific qualification criteria for teaching and administrative faculty.

(3) Faculty members serving in positions of academic governance directly related to degree granting graduate programs of instruction (i.e., Academic Deans and the Provost) must possess an earned doctorate.

Required Credentials
<ul style="list-style-type: none"> ▪ Terminal Degree from a regionally accredited institution or equivalent¹ ▪ Evidence of scholarly research and publication ▪ Education/teaching experience ▪ Subject matter expertise as defined in the PD and applicable to the courses taught
Desired Credentials
<ul style="list-style-type: none"> ▪ Understanding of Professional Military Education (PME) ▪ Familiarity with military policies and procedures

Table 1: Civilian Faculty Credentials for degree granting programs

c. Military Faculty

(1) Active duty military officers and staff non-commissioned officers bring to the faculty invaluable operational currency and expertise; therefore, a sufficient portion of each college/school's faculty shall be active duty military officers. The qualifications for military faculty are mainly related to operational experience significantly greater than that of the student

¹ Assistant Professors can be hired without a terminal degree as long as they complete the degree within 12 months of their employment.

body, including superior rank and experience in key staff and command billets. At a minimum, military faculty will also be graduates of resident or non-resident professional military education schools at or above the level of the school/college where they teach.

(2) Reference (e) sets the numerical ratios for the overall faculty composition and individual qualifications for resident MCU programs accredited to provide Phase I and II of Joint Professional Military Education (Marine Corps War College and Command and Staff College). A summary of qualifications relevant to resident officer PME faculty is included in Table 2.

SCHOOL	FACULTY RANK	QUALIFICATIONS
MCWAR	Colonel	<ul style="list-style-type: none"> • TLS Complete • Master's Degree • Joint Specialty Officer desired • Command/Operational Experience
SAW	Colonel/Lieutenant Colonel	<ul style="list-style-type: none"> • TLS Complete desired • Master's Degree • Command/Operational Experience • 0505 MOS • 0506 MOS desired
CSC	Lieutenant Colonel	<ul style="list-style-type: none"> • Master's Degree • Post-O5 Command Desired • TLS Complete Desired • Operational Experience
EWS	Major/Lieutenant Colonel	<ul style="list-style-type: none"> • ILS Complete Desired • Post-O4 key billet complete desired • Operational Experience • Master's Degree Desired

Table 2: Military Faculty Credentials by Officer Resident PME Program

(3) Staff Non-Commissioned Officers serve as curriculum developers and faculty advisors at the College of Enlisted Military Education (CEME). The Director, CEME will publish the required and desired qualifications for curriculum developers and faculty advisors.

(4) The Director, CDET will publish required and desired qualifications for faculty teaching courses for CDET programs.

d. Other Civilian Faculty

(1) Professors of Practice. Civilian professors not possessing a terminal degree, but designated as professors of practice in accordance with the MCU Title 10 order are qualified to serve as instructors of record. Special attention should be paid to documenting their qualifications.

(2) Interagency Chairs. Civilian federal employees designated as interagency chairs may also serve as instructors of record for courses relevant to their operational experience in government. Their qualifications are similar in nature to that of military faculty. Special attention should be paid to documenting these qualifications.

e. Adjunct Faculty

(1) The educational program directors may occasionally request adjunct faculty members to augment the teaching faculty of resident PME curriculum instruction. In some cases, these adjunct faculty will be full time employees of the University whose primary duty is not teaching or instruction at the degree-granting schools.

(2) Adjunct faculty teaching courses for degree-granting programs will possess the qualifications listed in paragraphs 3.b., 3.c. or 3.d. above.

(3) For degree-granting programs, adjunct faculty who are proposed to serve as instructors of record may be qualified to serve as instructors of record even if they do not possess the qualifications listed in paragraphs 3.b., 3.c., and 3.d.

(a) Military members serving as Adjunct faculty may demonstrate qualifications though either the academic qualifications required of civilian faculty or the academic qualifications required of military faculty. For instance, a military faculty member may be qualified by completion of a terminal degree in the general subject matter area of the course (e.g. J.D. if teaching an elective on the law of war). They may also be qualified by significant operational experience and superior rank to the students in the course if the course is generally related to their experience (e.g. military leadership, but not artificial intelligence).

(b) Civilians serving as Adjunct faculty may have significant military experience (either as current Reserve officers or as retired officers or as career DOD civilian employees). When this service culminates in a superior rank than that of the students in the course, and when their experience is significantly greater than that of the students in the course, these faculty members are qualified to serve as instructors of record for electives in fields related to their experience.

(c) In addition to the above, military and civilian faculty might have other qualifications that demonstrate suitability to serve as part-time instructors of record on a limited basis. These qualifications might include, but are not limited to, publication of a book relevant to

the subject matter of the course, previous teaching experience, fellowships, or progress toward a terminal degree in the subject matter of the course.

(4) For non-degree granting programs, faculty qualifications are established by the program director.

4. Procedures

a. Reference (d) contains detailed information about civilian faculty hiring, evaluation, and promotion.

b. Military officers should discuss their desire to serve as faculty at MCU with their chain of command and their MOS monitor (or equivalent service detailer for military members outside the Marine Corps). Additionally, officers interested in serving as faculty will find contact information on each college or school's website and are invited to express their interest.

c. Staff Non-Commissioned Officers interested in serving as curriculum developers or faculty advisors should fill out the form listed on the CEME website.

d. Those interested in serving as adjunct faculty for the CDET can find more information in reference (f) and at the CDET website: <https://www.usmcu.edu/CDET/faculty>.

e. Additional policies and procedures for joint and interagency chairs as well as for volunteer faculty serving as Marine Corps University Foundation chairs are found in the Chair Management policy listed below.

Related Policies and Forms:

CEME Faculty Screening Checklist

Academic Chair Management

Expectations for Service

Faculty Development

Research

Promulgated: 30 Sep 2021

Reviewed: 2 Dec 2022

Revised: _____

Professional Development Off-site Program

Functional Lead: Provost

Division: Academic Affairs

Responsible Office: Faculty Development and Outreach Coordinator

Reference: (a) Section 6: Faculty, SACSCOC Principles of Accreditation

(b) Resource Manual for the Principles of Accreditation

1. Purpose. This section establishes policy for granting Professional Development Off-site (PDO) opportunities at Marine Corps University (MCU) for Title 10 civilian faculty members hired in support of degree-granting programs.

2. Background. The intent of the PDO program is to provide a full-time faculty member with opportunities to conduct professional development that might otherwise be precluded by the demands of his or her teaching and curriculum development responsibilities. While the category of “sabbatical” leave is limited to the Senior Executive Service by Title 10, U.S. Code, similar opportunities can and should be afforded to selected MCU Title 10 professors under the auspices of the PDO program. PDO opportunities are intended to enhance the standard of academic excellence within the University. This developmental process is essential in keeping a faculty member at the forefront of his or her respective field(s) while enhancing his or her credibility throughout the professional military educational community.

3. Policy

a. After five years of continuous service to the University, full-time Title 10 civilian teaching faculty members are eligible to apply for PDO leave.

b. PDO options

(1) As a general rule, PDOs are granted for a six-month period; one-year PDOs, at half-salary, are granted only for compelling reasons.

(2) Normally, PDOs are scheduled to coincide with the MCU Academic Year, i.e. a one year PDO runs from 1 July – 30 June, and a six-month PDO runs from either 1 July – 31 December or 1 January – 30 June. Deviations from these periods, such as different six months or incremental execution of a six month PDO (e.g. two, 3-month periods), may be permitted subject to educational program and institutional mission requirements.

c. PDO leave will only be approved for professional enrichment that enhances faculty members’ professional or educational skills, and results in a deliverable product that contributes to the academic community. The deliverable will be identified and approved prior to the commencement of the PDO. In addition to the deliverable, faculty will present an MCU-level faculty development session about the PDO.

d. Agreement for Obligated Service. The obligation for additional service accrues as a three-month obligation for a one-month PDO (for example, eighteen months of service for each six-month PDO or three years of service for a one-year PDO).

e. Application. Applications will be in writing and contain the following:

(1) duration and inclusive dates of requested PDO; research project focus; research location(s); funding requested (i.e. O&M and / or Foundation), if any, or obtained (i.e. grants, stipends, etc); description of the proposed deliverable (e.g. book manuscript, scholarly article, other, etc.), and the date which the proposed deliverable will be complete.

(2) as enclosures, a current curricula vitae and a notarized Letter of Agreement for PDO Obligated Service per the Academic Regulations Forms Library indicating understanding of, and agreement with, the conditions for obligated service and requirement for the approved deliverable. *See Sample Letter of Agreement for PDO Obligated Service in the Forms Library.*

f. Educational program directors will ensure that approved PDOs are incorporated into the faculty member's Individual Development Plan and added as a critical element in the member's Performance Appraisal for the period of the PDO and evaluated as an element of performance.

g. Replacement faculty will not generally be hired during the PDO period.

h. In exceptional cases, Title 10 civilians who are not full-time faculty supporting degree-granting programs but who carry a considerable teaching load or other duties may be granted PDO on a case-by-case basis.

i. Leave Without Pay for Professional Development Purposes. Upon the request of a Title 10 faculty member and the recommendation of the Director, Provost, and Vice President for Business Affairs (VPBA), leave without pay for study, research, travel, or any other reason may be granted by the President when, in his/her opinion, such leave would contribute directly to the improvement of the MCU mission performance. Such leave must be requested through the chain of command.

4. Procedures

a. PDO applications will be submitted NLT 90 days prior to the proposed PDO period.

b. Format. *See Application Letter Request for Professional Development Off-Site in the Forms Library.* Address applications to the President, MCU, via the applicable program dean and director, Provost, and VPBA for endorsement.

c. Endorsement. Educational Program Director endorsements will recommend approval or disapproval, prioritize the PDO application if multiple applications are submitted, and include an assessment of how the program will mitigate the faculty member's absence during the PDO.

d. Routing. Once endorsed by the program director, submit to the Civilian Personnel Office for review, tracking, and coordination of Provost and VPBA endorsement. Processing goal for President, MCU approval or disapproval is within one month of application.

e. Timekeeping. MCU civilian manpower will provide guidance concerning reporting of time and attendance while on approved PDO.

f. Upon completion of the PDO, the faculty member will provide the MCU FDOC with a summary assessment of the utility of the PDO, along with a copy of the completed deliverable.

Related Policies and Forms:

Application for PDO

Letter of Agreement for PDO obligated service

Faculty Credentials and Qualifications

Title 10 Regulations

Promulgated: 1 Jul 2016

Reviewed: 2 Dec 2022

Revised: 30 Sep 2021

Academic Freedom and Non-attribution

Functional Lead: Provost

Division: ASD

Responsible Office: Academic Policies

Reference: (a) Principle 6.4 SACSCOC Principles of Accreditation

(b) Resource Manual for the Principles of Accreditation

(c) DOD Instruction 5230.29

(d) DOD Directive 5230.09

(e) MCO 1700.23G

1. Purpose. This section provides the Marine Corps University (MCU) philosophy and policy on academic freedom and non-attribution.

2. Background

a. Academic freedom is the ability of faculty, students, and staff within the University to pursue knowledge, speak, write, publish, and otherwise explore complex, often controversial, concepts and subjects without interference or fear of reprisal. Academic freedom is a key tenet at MCU and is fundamental and essential to the health of the institution. MCU leaders, as well as faculty, staff, and students, have a responsibility to be aware of and actively protect academic freedom.

b. Non-attribution is the lack of attributing any statement, comment, or remark to participants (faculty, staff, students, or guest speakers) engaging in academic discourse by name in public media or forums, or knowingly transmitting those statements, comments, or remarks to persons who will enter statements into the public arena, unless specifically authorized to do so. Open expression requires trust that those thoughts and opinions are treated as privileged information not to be shared in other forums nor attributed to a specific individual, unless specific permission is obtained. Statements by individuals admitting to illegal activity or claiming to have personal knowledge or evidence of illegal activities by others are not protected by this policy and may be reported to the proper authority.

c. The relationship between academic freedom and freedom of speech is complex, but there are distinctions. Freedom of speech refers to the Constitutionally-protected ability to voice any idea or opinion without government interference regardless of the basis or merits of the ideas and opinions. However, as federal employees or military personnel, MCU's personnel have some restrictions on their freedom of speech in certain contexts and regarding certain topics. For example, MCU's faculty, staff, and students may not freely discuss or disseminate classified information or controlled unclassified information, such as material that is for official use only or that is personally identifiable information. Reference (c) describes procedures for release of information officially endorsed by an academic institution, as well as those for an individual acting in a private capacity and not connected with his or her official duties.

d. Freedom of speech does have some limited constraints within academic institutions. For example, it generally is considered inappropriate for a faculty member to discuss purely personal opinions, rather than scholarly perspectives, in the classroom unless doing so is necessary to achieve the goals of the class.

e. Academic freedom is focused on protecting the development and production, dissemination (in the classroom, in presentations and publications, and in public venues), and peer review or critique of academic knowledge from interference. The concept arose in part because academic research plays a key role in how societies develop knowledge and must, to the greatest degree possible, be perceived as trustworthy. Likewise, students should be able to trust that what they learn in a classroom is chosen for scholarly or practical reasons. Without the protections afforded by academic freedom policies, there is a risk that research, publications, and curricula could be unduly influenced by official government positions on issues, institutional concerns about reputation and funding, personal opinions and preferences of University officials, and fear of reprisals for raising controversial or unpopular opinions.

f. The scholarship and perspectives of faculty and academic staff are assessed by others in their academic discipline as part of formal and informal peer review and critique processes. Student remarks and writing are assessed by their peers and faculty, and grades are assigned within each program. The actions of University leaders must at all times be oriented on protecting academic activities from interference.

g. Academic freedom carries with it profound individual responsibilities. These responsibilities include the following:

(1) to distinguish between personal opinions and scholarly perspectives to the maximum extent possible,

(2) to distinguish between personal opinions, scholarly perspectives, and official institutional or governmental positions when presenting or publishing in scholarly and public venues,

(3) to pursue accuracy and rigor in all academic activities,

(4) to receive and provide scholarly peer review and critique in a professional manner,

(5) and to refrain from making unreasonably offensive or irresponsible statements either verbally or in writing while operating in one's academic role.

3. Policy

a. Those in leadership positions within the institution shall act at all times in ways that protect academic freedom and respond actively and promptly to reports of interference or reprisal. Procedures for reporting interference are outlined below.

b. MCU encourages faculty, staff, and students to actively engage in free discussion and inquiry, expressing their professional views in lectures or in seminar discussion groups without fear of attribution. At the beginning of each academic year or course of instruction, educational program directors are responsible for informing faculty, staff, and students of the MCU policy to maintain an atmosphere of free and open discussion while also adhering to the principles of non-attribution.

c. Within MCU, academic freedom contributes to the institutional integrity of the University and includes the following principal elements each of which can be pursued without interference or fear of reprisal:

(1) Freedom to teach and discuss in a learning venue any material or ideas relevant to the course, to include controversial, unusual, or unpopular topics.

(2) Freedom to conduct research and disseminate findings in scholarly, public, and other venues.

(3) Freedom to engage in scholarly peer review and critique.

(4) Freedom to seek changes in academic and institutional policies.

d. Notwithstanding the above, although academic freedom is broadly applicable within MCU, faculty teaching in courses with defined curricula and outcomes are expected to retain the specified assignments, timelines, and outcomes.

e. Examples of statements that are not protected by the University policy on academic freedom include the denigration of any person's race, color, ethnic group, religious beliefs, sexual orientation, or gender. This is not meant to restrict discussions of controversial subjects. However, good judgment and discretion must be a guiding standard.

f. Neither MCU nor its individual components shall make any policy or establish any guidelines or SOPs restricting academic freedom beyond the limited constraints described in these regulations.

g. Military faculty and students are limited in the manner in which they may publicly criticize senior officials. However, as an academic institution, MCU recognizes and encourages full and open discussion and debate of any policies within the classroom and under the umbrella of non-attribution, so long as such criticism and debate is done in a professional manner.

h. Faculty and staff members may not be separated for exhibiting academic freedom and candor in written, oral, and other products, provided the provisions of references (c) and (d) are followed.

i. Contract support is an integral part of MCU's instructional, research, and curriculum development capacity. The applicability of academic freedom and non-attribution policies to contractors supporting MCU is dependent on the details of each contract. To the extent possible

under regulations, contracts should be written to reference this policy with regard to contractors supporting instructional, research, and/or curriculum development services.

4. Procedures

a. All MCU personnel are encouraged to report academic freedom and non-attribution concerns to their supervisors. Faculty and staff may make formal complaints via the grievance procedures established for MCU Civilian Personnel and the request mast process. Military faculty and all students may also make use of the request mast process (see reference (e)) to report academic freedom and non-attribution complaints. Finally, all students may report complaints related to academic freedom and non-attribution via the student complaint process.

b. Authors shall ensure appropriate disclaimers accompany all works produced for publication, presentation, or other release. An example of an appropriate disclaimer is as follows:

“The views expressed in this article are those of the author(s) and do not necessarily reflect the official policy of any U.S. Government organization.”

c. Personnel who prepare manuscripts for publication on a subject in which they have had access to classified material should refer to references (c) and (d) for guidance prior to publication.

d. Guest speaker presentations at MCU will not be recorded by attendees, by any means, without express written permission in advance from the guest speaker and the education program director or authorized representative. Those wishing to request permission should use the form provided below. To facilitate candid expression and learning, the non-attribution policy applies to all MCU programs, sessions, and distributed materials in which guest speakers participate. To the maximum extent possible, those organizing such events should clarify for the audience whether a speaker is presenting in an official capacity, as an academic, or as a private citizen, as well as the attribution conditions of both the talk and any subsequent discussion sessions.

Related Policies and Forms:

Guest Speaker Release Form

Social Media Policy

Student Complaint Process

Promulgated: 1 Jul 2016

Reviewed: 2 Dec 2022

Revised: 2 Dec 2022

Revised: 30 Sep 2021

Academic Integrity

Functional Lead: Provost

Division: ASD

Responsible Office: Academic Policies

Reference: (a) Uniform Code of Military Justice

1. Purpose. The purpose of this section is to define the University's standards for academic integrity in terms of academic honesty, student collaboration, and plagiarism and to identify standard procedures to address cases of non-compliance.
2. Background. Academic integrity is a belief in academic honesty and an intolerance of acts of falsification, misrepresentation, or deception. It is the standard at Marine Corps University (MCU) for it rests upon an expectation that students and faculty will adhere to the core values and ethics embraced by the Marine Corps. Values such as honesty, trust, fairness, respect, and responsibility form the basis of academic integrity. Honesty encourages a free exchange of ideas to achieve intellectual enlightenment. Trust fosters a willingness to engage collaboratively in the learning process, which involves sharing ideas in the quest for knowledge. Fairness is the foundation of educational inquiry. Respect allows for civility in public discourse. These values are fundamental elements sustaining the reputation and credibility of this institution's students and faculty, and the value of the education it delivers and the degrees it awards.
3. Policy
 - a. Academic Honesty and Personal Integrity
 - (1) Professional and Academic Credentials. Students and faculty must depict their educational credentials and professional backgrounds accurately and non-fraudulently.
 - (2) Original Academic Submissions. Each student assignment is expected to be an original effort submitted in response to a specific graded event. Assignments, although original, completed in previous schools, courses, or blocks of instruction may not be simply "recycled" or subdivided and submitted anew as graded events for current requirements. Such behavior is academically dishonest and a hindrance to learning. Under certain circumstances, expanding a theme or topic from a previously graded short paper into a more thoroughly researched and comprehensive written requirement (e.g., a paper of 20-30 pages) might not constitute prohibited "recycling" of previous work. Subject to the approval of the instructor of record for the course or courses concerned, a student may incorporate the original ideas from a shorter paper into a later 20-30 page paper, for example, as long as those ideas are properly cited using the unpublished paper/working paper citation format defined in the MCU Communications Style Guide.
 - (3) Archived Academic Submissions. Student learning requires effort. Simply utilizing the solutions devised by students from previous academic years--gleaned from archived school files, library databases, or the internet—as the solution to a problem, exercise, or assignment for credit in the current academic year is academically dishonest.

b. Collaboration. Collaboration consists of students working together discussing academic topics, assignments, or readings; proposing possible solutions to assigned problems or scenarios; and/or jointly producing academic deliverables. Collaboration and discussion between students is essential to learning at MCU and is highly encouraged, but each student is expected to do his/her own work. Unless specified otherwise in the course materials or by the faculty advisor, instructor, or course director, assignments and examinations are individual efforts and must be accomplished without help from anyone, including classmates. Unauthorized collaboration on assignments, events, or examinations will be treated as instances of academic dishonesty and will be reported as outlined below. It is a student's responsibility to consult his or her faculty advisor, instructor, or course director if there is any doubt as to whether collaboration is permitted.

c. Plagiarism. Plagiarism is defined as the presentation of another's writing or ideas as one's own without appropriate citation or credit. The misuse of another author's words and ideas, even when the exact wording is not lifted from the source, is unethical and academically dishonest. Such misuse includes the "limited" borrowing, without attribution, of another writer's distinctive and significant research findings, hypotheses, theories, rhetorical strategies, and interpretations.

(1) Plagiarism of Language. Plagiarism of language refers to the copying of an entire phrase or passage without enclosing the borrowed words in quotation marks. It is important to use a signal phrase, quotation marks, and a proper citation to indicate that one has borrowed a particular phrase or passage from another author.

(2) Plagiarism of Ideas/Paraphrasing. Discussing another author's ideas, concepts, or lines of reasoning without giving due credit is considered plagiarism. One can paraphrase the main idea of a group of sentences or even an entire source, but one must use an endnote and corresponding bibliographic citation to reference the original source.

(3) Self-plagiarism. Self-plagiarism refers to the practice of re-using one's own writing by either submitting an article or paper to two different publications, or by submitting the same paper (or portion of it) for two different course assignments, except when approved by the instructor/s of record (see above under "original academic submissions").

d. Penalties for Academic Dishonesty. Marine Corps University will pursue appropriate corrective courses of action for faculty or student cases of academic dishonesty. Such courses of action may include, but are not limited to, disenrollment, suspension, denial or revocation of degrees or diplomas, a grade of "no credit" with a transcript notation of "academic dishonesty," rejection of the work submitted for credit, and a letter of admonishment or other administrative measures. Additionally, student and faculty members of the United States military may be subject to appropriate administrative or disciplinary action under the Uniform Code of Military Justice for instances of academic dishonesty. Civilian or civil servant faculty or students who commit academic dishonesty may be subject to appropriate administrative or disciplinary action in accordance with the laws and regulations concerning federal employees. A non-resident student found intentionally plagiarizing will have a letter sent to his or her commander informing him/her of the violation.

(1) Student Performance Evaluation Boards. Cases of suspected academic dishonesty will be investigated by the director of the appropriate MCU college, school, academy, or program. If warranted, the director will convene a Student Performance Evaluation Board (SPEB) to further investigate and propose resolutions for alleged student academic dishonesty. The policies and procedures associated with a SPEB are explained in the SPEB policy linked below (under related policies).

(2) Faculty and Staff. Faculty and staff allegations of academic dishonesty may be addressed through procedures outlined in the JAGINST 5800.7 Manual of the Judge Advocate General (JAGMAN) and Manual for Courts-Martial United States for military members or through applicable civil service laws and regulations for federal employees.

4. Procedures

a. Reporting Alleged Incidents of Academic Dishonesty. Any MCU student, faculty, or staff member who suspects or becomes aware of a violation of the University's academic integrity policy is ethically bound to immediately report his/her suspicions to the faculty advisor, instructor, or immediate supervisor within the appropriate chain of command. All such reports of suspected violations must then expeditiously be reported to the director of the appropriate University educational program.

b. Student Tools to Prevent Unintentional Plagiarism

(1) MCU Leadership Communication Skills Center (LCSC). The LCSC is a ready resource to resident students for all issues related to written or oral communications. The best defense against possible plagiarism is thorough documentation of the work. The MCU Communications Style Guide, available on the MCU and Gray Research Center (GRC) websites or at the LCSC, contains detailed examples of proper citation for attribution of another author's works or original thought.

(2) Non-resident students are directed to the CDET Online Writing Center, which provides distance education students resources unique to their requirements within the distance learning environment, to include procedures for preventing plagiarism.

(3) Plagiarism Detection Software. Although plagiarism can be intentional, it is often unintentional. In the process of conducting research for assigned academic papers, a student may inadvertently take unique ideas or even direct verbiage from sources and internalize them as his or her own. In such instances, a student fails to attribute the ideas and verbiage to the source documents when he or she drafts his or her paper(s). In an effort to ensure this does not happen, the University provides resident students access to plagiarism detection software (Turnitin) through the University's Education Technology Section. Prior to submitting written assignments to the instructor for grading, a student should conduct a "self-check" against unintentional plagiarism through a software scrutiny of the draft assignment. The plagiarism detection software will identify the "probability" of plagiarism within the draft document and alert the student to unintentional plagiarism related to similarities in syntax, phrasing, and verbiage with published works. When the "probability" of plagiarism is detected by the software, a student

should review his or her work, appropriately edit the draft, and incorporate the proper citations and attributions prior to submitting the work to his or her instructor for grading. In addition to student utilization of plagiarism detection software, faculty members may utilize the software to detect instances of plagiarism in submitted student assignments. For the College of Distance Education and Training (CDET), the CDET staff will submit all student papers through plagiarism detection software.

(4) Preliminary Drafts of Written Assignments. A student should retain copies of preliminary drafts of his or her written work. These drafts may help refute accusations of plagiarism, should they arise.

c. Acknowledgement of Marine Corps University's Academic Integrity Policy. All students at Marine Corps University are required to read and acknowledge (electronically via MCU's Learning Management System) understanding of the Academic Integrity Policy during the first week of classes. This can either be accomplished electronically via MCU's Learning Management System or via the form listed in the related policies and forms below. If educational programs choose to use the form below, the administration office of each educational program will maintain a current file of signed acknowledgement forms for a period of five years. Non-resident students will electronically acknowledge the MCU Academic Integrity Policy within the appropriate program's online writing center for each course prior to accessing course materials.

Related Policies and Forms:

Acknowledgement of MCU's Policy on Academic Integrity
MCU Communication Style Guide
Student Assessment and Feedback
Student Performance Evaluation Board
Student Rights and Responsibilities

Promulgated: 1 Jul 2016

Reviewed: 2 Dec 2022

Revised: 21 Sep 2020

Marine Corps University Press Publishing Policies

Functional Lead: President, Marine Corps University

Division: Marine Corps University Press

Responsible Office: Director

Reference: (a) 10 U.S.C. § 7478

(b) Marine Corps Order 5600.31B (ARDE)

(c) Government Printing and Binding Regulations (Joint Committee on Printing)

(d) Best Practices for Peer Review, Association of University Presses

(e) Principles of Transparency and Best Practice in Scholarly Publishing,
Committee on Publication Ethics (COPE)

(f) Turnitin's Plagiarism Spectrum

1. Purpose. The purpose of this chapter is to define the publishing policies for the Marine Corps University Press and its imprints.

2. Background. Established in 2008 as an open access academic publisher, Marine Corps University Press (MCUP) recognizes the importance of an open dialogue between scholars, policy makers, analysts, and military leaders and of crossing civilian-military boundaries to advance knowledge and solve problems. To that end, MCUP focuses on scholarly books and academic journals that provide a forum for interdisciplinary discussion of national security and international relations issues and how they impact the Department of Defense, the Department of the Navy, and the U.S. Marine Corps directly and indirectly. While the press does not operate on a revenue basis, MCUP must be creative, entrepreneurial, focused, and far-sighted to anticipate the current and future needs of Marine Corps University, History Division, and the broader DOD community in a rapidly evolving industry and respond with vision and commitment. MCUP is a regular member of the Association of University Presses and the Committee on Publication Ethics.

3. Policy

a. Open Access. MCU Press is a platinum open-access press, which means that the press provides permanent and free access to all publications to the public in both print and digital formats. Authors are not charged any publication fees except when copyrighted material is used. All publications are published under a Creative Commons Attribution-Noncommercial-NoDerivatives 4.0 International License. MCUP adopted this model of publishing in the belief that knowledge is a public and social good and should be shared without barriers to access. This includes financial barriers for the author by eliminating publishing fees and for the reader by providing free access to federally funded publications for the public good for which there are neither physical nor fiscal obstacles.

b. Intellectual Freedom. The freedom to publish is a fundamental element of the basic right to freedom of expression. Freedom is a prerequisite for a university press to thrive, and it represents an essential part of a democratic society based on a *knowledge* economy. Part of MCUP's mission is to protect and promote the author's freedom to publish their original intellectual

property. We rely on these works to circulate information, ideas, beliefs, and opinions that further the conversation on advanced military studies generally and the Department of Defense and its military services. MCUP defends its right to publish and distribute these works with complete autonomy, even when it presents controversial viewpoints that are supported by evidence, provided that it respects all legal rights that may be attached to the work and the country of origin. Further, MCUP defends itself against internal or external influence whereby administrators, faculty, board members, or public officials may attempt to pressure the publication of certain works or topics to appease personal or professional aims that may go against the mission or ethical standards of the press and its staff, which are also upheld by the Committee on Publication Ethics and the Association of University Presses, the professional scholarly publishing associations of which MCUP is a member. The press director makes the final decision on all works to be published under any MCUP imprint without fear of retribution or reprisal for them or their staff.

c. Code of Conduct and Ethics. MCUP has a clear mission that informs everything we do: to create world-class academic resources and to make them freely available across the world. We share Marine Corps University's uncompromising standards and belief in the transformative power of education to inspire progress and innovation in the professional military education environment. It is therefore critical that our partners—internal and external—exhibit high ethical standards and principles. Our core practices revolve around activities that ensure the rigor of the scholarly publication process, the reputation of the author, and the status of the press. Actions that do not fall within those constraints will be acted on by the director and their staff, including allegations of personal or professional misconduct, plagiarism, conflicts of interest, validity and reproducibility of data, ethical misconduct, misappropriation of intellectual property, etc.

d. Inclusion and Diversity. MCUP embraces diversity and inclusion as core values that support our goal of providing an intellectually stimulating publishing environment where multiple perspectives coexist to foster innovation and vigorous discussion. For our purposes, diversity describes a community with varied ideas, worldviews, and personal characteristics, including but not limited to race, ethnicity, gender, gender identity and expression, age, socioeconomic status, national origin, geographical region, sexual orientation, disability, religion, and life experiences. As such, our hiring practices, content acquisitions, and the very language we use in our publications will ensure that all are welcome and can see themselves in our work. Part of our diversity initiatives include the use of unbiased and inclusive language, enabling MCUP to communicate effectively to diverse, global audiences.

e. Plagiarism. MCUP bases its publishing standards and best practices on those established by its industry association, the Association of University Presses, and industry leaders, such as the Committee on Publishing Ethics (COPE). COPE defines plagiarism as “the unreferenced use of others’ published and unpublished ideas including research grant applications to submission under new authorship of a complex paper, sometimes in a different language. It may occur at any stage of planning, research, writing, or publication; it applies to print and electronic versions.” MCUP will use Turnitin to identify potential instances of plagiarism and will not consider any work for publication if, in the judgment of the Director, it includes any plagiarism.

f. Peer Review. Peer review is essential to MCUP advancing its mission and disseminating scholarship. Peer review is the process by which the acquisitions editor or director requests formal evaluations from respected subject matter experts about a particular work's contribution to scholarship, teaching, and public debate prior to publication. These formal evaluations, or reader reports, are a crucial prepublication step to determine the merits of proposed projects. The peer review process provides feedback that is both stringent and fair, demonstrates how an author can strengthen a work in progress, and adds value to the work, informing the deliberations of press staff prior to publication. Regardless of the rank or affiliation of an author, their work will undergo the full double-blind peer review process as specified by the best practices for scholarly publishing.

4. Procedures

a. The director of MCUP establishes procedures for ensuring that publishing policies are met prior to publication.

b. Publishing Program. In accordance with MCO 5600.31B and the Government Printing and Binding Regulations, MCUP's publishing program is recognized as an official government publisher based on the digital and print distribution of products such that all efforts are made to provide a variety of digital formats of all publications first and then support the digital program with print products that are printed in a cost-effective manner in alignment with federal standards for production, color, paper, warehousing, and distribution.

c. Conduct and Ethics

(1) Editors are responsible for transparency in their actions. They accomplish this task by ensuring that their work meets the needs of the press, the readers, and the authors. In addition, they act to ensure the veracity and quality of the content through every step of the editing process. Their work serves to enhance the authors' voices without compromising their freedom of expression. The editors' work also supports the integrity of the academic record and ensures that neither internal nor external bias can cloud or compromise the press's standards. Finally, they will be open to corrections, clarifications, retractions, and apologies should the need arise (see below).

(2) Should an editor suspect misconduct (see above), in either a published or unpublished author's work, they have a duty to report and act on that information. All such instances will be documented by the editor and reported to the director for further action, including possible administrative action, contacting the parent institution, etc.

(a) Peer review manipulation:

- i. Suspend peer review process.
- ii. Verify peer reviewer at organization.
- iii. Check their publication/employment record.

iv. Contact the peer reviewer and ask about current project review.

v. If everything appears accurate, thank the peer reviewer and continue process.

vi. If still suspicious, contact the person who suggested the peer reviewer and ask for more information.

vii. Discuss situation with author and plan to invite additional reviews.

(b) If something suspicious is reported post-publication, follow the above steps. Depending on results, let publication run as-is or consider publishing corrections, retractions, or notes of concern.

i. Communicate with author regarding the complaint.

ii. If response is unsatisfactory, contact relevant employers, colleagues, or some appropriate body (perhaps a regulatory body or governing body) to investigate.

iii. Depending on response from regulatory body or third parties, contact the author to alert them of either continuation or suspension of their project.

(c) Plagiarism. If suspicion of plagiarism arises later in the publishing process, such as during the peer review process or after publication:

i. Thank the person and indicate that an investigation will be completed.

ii. Review similarity report in Turnitin to evaluate the degree of copying.

iii. If clear plagiarism, contact the author in writing about the complaint and the documentary evidence of plagiarism.

a. Author responds that it was an honest error. Respond in writing that the submission must be rejected and is given one warning. The press has the discretion to preclude authors from future publishing opportunities if subsequent issues occur.

b. Author fails to respond. Contact the author's institution expressing concerns. If necessary, report to governing body. Pull project from consideration.

d. Complaints and Debate. Sound criticism of a published work should be published unless the press has convincing reasons why it cannot be. Authors of the article or book in question should have the opportunity to respond to each complaint. If a complaint is lodged, the following steps will be taken:

(1) Editor evaluates whether the claims include specific and detailed evidence to support their assertions. Editor reaches out to a subject matter expert for a blind review if necessary.

(a) If claims are not specific, editor requests more information, as they cannot act without more details supported by evidence. If the complainant continues to be vague in their response, the editor explains that they cannot pursue the matter any further.

(b) Once additional detail is provided, editor continues with investigation.

(2) If the editor's investigation of the matter finds the complaint to be true, the editor takes action to mitigate the negative impact to the author, the readers, and the press by posting a correction or retraction on all platforms, possibly reprinting the title in question, and informing the original complainant of findings.

(3) If the complainant continues to argue against the original work, the editor suggests that they submit a rebuttal as an article or monograph that must be peer reviewed and accepted for publication.

(4) If a complaint is made via social media or some other public forum, editor follows the steps above, ensuring that they respond via the same media within 24 hours of the post if possible. Editors should communicate the nature of the complaint to the author and allow them to provide a response. Depending on the nature of the complaint and response, editors should consider posting an explanation, correction, or retraction via the same outlet, including links to lengthier resolution on the publication site if necessary.

Related Policies:

Academic Integrity

Academic Freedom and Non-attribution

Promulgated: 30 Sep 2021

Reviewed: 2 Dec 2022

Revised: _____

Research

Functional Lead: Provost

Division: Research

Responsible Office: Director of Research

Reference: (a) Title 32, Code of Federal Regulations, Part 219, Protection of Human Subjects
(b) U.S. Marine Corps Human Research Protection Program Policy and Procedures
(c) MCO 5300.18 Marine Corps Survey Program
(d) MARADMIN 314/21 Paperwork Reduction Act Process for Controversial Survey Topics
(e) DODI 3200.12 DOD Scientific and Technical Information Program
(f) MCU/EDCOM Policy Letter 1-21 Extramural Research

1. Purpose. This section defines the required research reviews and the expectations and procedures for Marine Corps University (MCU) faculty, staff, students, contractors, and visiting researchers when conducting planning and research. (Those planning to conduct research for educational assessment and institutional effectiveness purposes also should consult the VPOP Regulations.)

2. Background. Research conducted by MCU's faculty, staff, and students is a critical part of the intellectual climate of the University and a part of many faculty and academic staff members' specified scholarly duties. Research brings new knowledge into the classroom and the hands of decision-makers and contributes to the reputation of the University. Additionally, the ability of MCU's faculty and research staff to build robust research agendas is an important factor in the University's approach to recruiting and retaining high quality personnel. MCU's schools and organizations support and manage research in different ways.

3. Policy

a. Academic integrity and transparency

(1) All research conducted by MCU faculty, staff, students, and contractors must be conducted in accordance with the principle of academic integrity.

(2) To the maximum extent possible, researchers should strive to be transparent about their research efforts. Research transparency enhances the intellectual climate of the University, advances its outreach efforts by facilitating the exchange of ideas, and improves the discoverability of the work of MCU personnel. Transparency begins while research is ongoing through informal discussions with students and colleagues and more formal activities, such as presentations at conferences or symposia. Transparency once research has concluded continues to involve discussions and presentations, but also may include publication/dissemination of research results and, in some cases, sharing resources, such as bibliographies and data sets.

b. Research review requirements

(1) Research involving surveys, interviews, focus groups, observation, or personnel

records. Per refs (a) and (b) Marine Corps University complies with federal law and Marine Corps regulations regarding the protection of human subjects. Refer to the Human Subjects Research section of the Academic Regulations for policy and procedures related to human subjects research. Additional information is available on the [Research and Sponsored Projects Portal](#).

(2) Research involving 10 or more people. Per ref (c), the Marine Corps Survey Program must review any project using survey, interview, or focus group methods when 10 or more individual participants will be recruited. MCU researchers must coordinate their submission through MCU's Director of Research. In addition to the review process described in ref (c), MCU researchers should be aware of several additional reviews that may be required as part of the Survey Program's process.

(i) Research involving participants from more than one command will be sent to the Director of Marine Corps Staff for review. This process can take more than one month.

(ii) Research that seeks to gather information on topics deemed sensitive by the Survey Program, such as political affiliation of participants, may be sent to higher level review and counsel. These reviews can add several weeks to the review timeline.

(iii) Research on the specific topics listed in ref (d) will be sent to the Office of Management and Budget for review. This process can take six to nine months.

(iv) Research involving gathering information from the public, including retirees and DoD contractors, may also be sent for higher level reviews by both the Survey Program and the Marine Corps Human Research Protection Program. These reviews can take several weeks to several months depending on the offices involved.

(3) Other review requirements. Research using certain methods or involving certain categories of participants may be subject to other Marine Corps and DoD review requirements. It is the researcher's responsibility to identify required reviews and take any necessary actions. Additional information about these requirements is available from MCU's Director of Research.

c. Requirement for Public Sharing of Research Outcomes. In accordance with reference (e), outcomes from scientific or technological research funded in whole or in part by DoD (including salary) must be publicly shared. In practice, this policy means that reports and publications from research must be posted on the Defense Technical Information Center (DTIC) portal (<https://discover.dtic.mil/>). Copyrighted material is retained in a section of the DTIC portal that is accessible only to CAC-holders. Many scholarly journals now contain provisions allowing works to be posted in public repositories following a 12-month embargo period. Researchers should check with publishers regarding this option.

d. Data management plans and data. For some research projects, there also is a requirement to post a data management plan and research data to DTIC. Researchers should consult with MCU's Director of Research to determine if this requirement applies to their project.

e. External stakeholders

(1) Formal external interest in MCU research may take different forms. In some cases, an outside Marine Corps or other organization may request research be conducted by MCU faculty, staff, or students. In others, the interest may arise during the design of the project or while it is being conducted. These expressions of interest or offers of sponsorship do not necessarily constitute tasking, but care should be taken to ensure that the researcher(s) and the external stakeholder have a shared understanding of the research process and planned outcomes.

(2) Research outcomes that do not contain controlled information are publicly releasable, whether directly from the researcher(s), through publication, or through Freedom of Information Act (FoIA) requests. Agreements with external stakeholders should clearly state the researcher(s) intentions regarding release and circulation of research outcomes and potential future uses of data and reports. If the researcher(s) will produce outcomes solely for the use of the stakeholder and cede release decisions to the stakeholder, the details of this arrangement should be documented (e.g., will release of all research outcomes be determined by the stakeholder or just release of one or more specific outcomes, will the researcher have the ability to use the data for other scholarly or applied purposes, etc.).

(3) Publication of research outcomes. If the researcher(s) anticipate publishing research outcomes or expect that they may develop publications in the future based on data from the project, these expectations should be specified in the agreement with the stakeholder. Note that any publication requiring copyright must be developed in accordance with MCU's copyright policies.

(4) Control of data and research records. As is common in academic settings, MCU researchers may maintain data, records, and other research materials for use and reference over the course of their careers. Researchers should specify their intent regarding these materials and also describe what access, if any, the stakeholder will have. Additionally, data and certain other records from projects involving human subjects must be protected in accordance with the policies described earlier in the chapter. These protections may preclude stakeholder access to data and certain other materials. If the research involves human subjects, the possibility of restrictions on stakeholder access should be included in the documentation.

(5) Resources and support. If the stakeholder will provide funds, logistical or other support, or endorsements, the details of the resources and support should be included in the documentation and the project must be submitted for review under (see the Sponsored Projects section in the Academic Regulations). Additionally, if the researcher(s) will be devoting time or resources to the project that exceed what is considered normal for their positions, this should be documented, along with any required University approvals. For some projects, it may be necessary to document other expectations and agreements, such as project timeline, due dates for research outcomes, or required consultation sessions (see sponsored projects in the links below).

(6) Documenting agreements with external stakeholders. External stakeholders may expect to have a stake in the research. It is critical that the researcher(s) and stakeholder(s) clarify and document expectations prior to agreeing to an arrangement. This documentation protects both the researcher(s) and the stakeholder. Documentation of the agreement may take any form

appropriate to the project (email, letter, Memorandum for the Record, or Memorandum of Agreement), but should explicitly address the following topics:

(i) Stakeholder influence on design and review of results. As is appropriate in an academic institution, most MCU research is conducted under the University's policies of academic integrity and academic freedom, meaning external stakeholders do not control the design and results will not be altered based on stakeholder concerns. This should be clearly stated in documentation. Alternatively, if these policies will not apply, the role of the stakeholder in influencing research design and results should be clearly specified. (Note: Projects in which researchers cede control of the project design and/or results to a sponsor can be perceived as violating scientific/scholarly integrity and reflect negatively on the researchers and the institution. Such agreements should be made only under special circumstances and should be carefully documented.)

(ii) Release of research outcomes. Research outcomes containing classified or controlled unclassified information (CUI) must be handled in accordance with the policies applicable to the specific information category. It is the researcher's responsibility to determine applicable policies and required reviews. Additional information may be available from the University's Security Manager and/or Foreign Disclosure Officer. Research outcomes categorized as CUI must be marked with any required distribution statement and also should include a statement regarding which exemption to the Freedom of Information Act (FoIA) supports restrictions on release.

f. External funds for research. To accept funds from a different Marine Corps organization, other government agency, or non-governmental source, MCU faculty, staff, or students must follow MCU's Sponsored Projects Policy and procedures. See the Sponsored Projects section in the Academic Regulations.

g. Extramural Research. Research is extramural when it is conducted by researchers or entities outside MCU who seek to (1) use MCU personnel, facilities, data, or other resources or (2) receive endorsement from MCU's commanding general for a broader project. Research conducted by MCU personnel as part of their studies at an external academic institution typically are categorized as extramural. Extramural research is governed by reference (f).

4. Procedures. Additional guidelines and processes related to research are posted in MCU's [Research and Sponsored Projects Portal](#).

Related Policies and Forms:

Academic Freedom and Non-attribution

Academic Integrity

Use of Copyrighted Works

Faculty Council

Faculty Development

Faculty Regulations

Human Subjects Research

Professional Development Off-site Program

Speaker's Bureau

Sponsored Projects
Research and Sponsored Projects Portal
Strategic Plan
Title 10 Employee Regulations

Promulgated: 30 Sep 2021

Reviewed: 2 Dec 2022

Revised: 2 Dec 2022

Sponsored Projects

Functional Lead: Provost
Division: Research
Responsible Office: Director of Research

Reference: (a) [Authorization for the President, Marine Corps University, to Accept Qualifying Research Grants under 10 U.S.C. § 8594](#)
(b) SECNAV Instruction 4001.2K

1. Purpose. This section defines sponsored projects, outlines responsibilities, and provides links to additional information.

2. Background. To contribute to its mission and enhance its educational and scholarly activities, Marine Corps University (MCU) may accept funding and other forms of support for its faculty, staff, and students to conduct research, host an event, or undertake other activities defined as sponsored projects. MCU places a high priority on faculty, staff, and student research, but does not have organizational structures, policies, and processes similar to the sponsored projects offices found in most universities.

3. Policy

a. Definition. For MCU's purposes, a sponsored project is a research effort, event, publication/material development, or other activity or capability development for which external sponsorship has been offered. Sponsorship may take the form of funds, services, or other assistance, such as logistical support.

b. Any MCU personnel planning to apply for or accept funds for a sponsored project must comply with applicable laws, policies, and procedures. An overview of these policies can be found on the Research and Sponsored Projects portal.

c. MCU personnel planning to accept funds for a sponsored project to be conducted outside of working hours and manage those funds directly or through another institution must comply with Title 10 Order 12000.1E, specifically the section on Outside Employment.

d. Authority to approve time and topics for sponsored projects is delegated from CG EDCOM /President MCU to the Directors of university components.

e. Proposals for enhancements offered by Marine Corps University Foundation (MCUF) or Marine Corps Heritage Foundation (MCHF) must be approved by the designated MCU liaison per MCU's Gift Acceptance and Volunteer Services Policy prior to staffing to CG EDCOM /President MCU.

f. Proposals for grants from non-government scholarly sources as defined in 10 U.S.C. §8594 or as gifts in MCU's Gift Acceptance and Volunteer Services Policy must be approved by CG EDCOM /President MCU.

g. Proposals for sponsored projects to be carried out primarily or wholly by one or more students must be supervised by a member of MCU's faculty or staff who is responsible for ensuring compliance with applicable laws and policies, appropriate and timely execution of funds, and required reporting and record-keeping. Such projects must be designed and executed to be completed before the student(s) leaves MCU.

4. Procedures. Applicable guidelines and required processes and reporting vary considerably based on the type of sponsorship and type of project. Therefore, in March 2020, MCU chartered the Sponsored Projects Council (see related policies and forms below) to facilitate the development of clear guidelines and procedures and to serve as a decision-making body for questions or issues related to sponsored projects. Procedures are posted on the Research and Sponsored Projects portal as developed or revised.

a. CG EDCOM/President MCU. Review and approve or disapprove all proposals for sponsored projects to be supported by gifts and non-government scholarly sources in accordance with MCU's Gift Acceptance and Volunteer Services Policy and Authorization to Accept Qualifying Research Grants under 10 U.S.C. § 8594.

b. Provost and Vice President for Business Affairs

(1) Review all proposals requiring CG EDCOM/President MCU approval prior to staffing for his/her decision.

(2) Review all proposal packages to ensure supportability in terms of Business Affairs and Academic Affairs support staff time.

c. Designated MCU liaisons. Review and approve or disapprove all proposals for sponsored projects to be supported by MCUF or MCHF in accordance with MCU's Gift Acceptance and Volunteer Services Policy.

d. Director of Research

(1) Advise faculty, staff, and supervisors on sponsored projects policy and procedures.

(2) Review and route all proposals for sponsored projects as needed for the specific sponsorship opportunity.

(3) Track progress of all proposed and awarded sponsored projects in coordination with the Comptroller's Office.

e. Sponsored Projects Council (SPC)

(1) Maintain archive of non-financial records of sponsored projects.

(2) Perform all functions described in SPC charter.

f. Comptroller's Office

(1) Review proposed sponsored projects to ensure compliance with applicable laws and policies. Recommend changes as needed for compliance.

(2) With Resource Advisors, maintain financial records of sponsored projects.

(3) Advise SPC of discrepancies or concerns with financial aspects of sponsored projects.

(4) Route packages in accordance with SECNAV Instruction 4001.2K.

g. Staff Judge Advocate (SJA). Review all proposed sponsored projects to ensure compliance with applicable laws. Recommend changes as needed for compliance.

h. Directors

(1) Review and approve or disapprove the time requirements and topics of sponsored projects proposed within school or university component. Topic review must be consistent with the principles of academic freedom as described in MCU's Academic Regulations.

(2) Maintain records of approvals and disapproval for communication to the SPC as needed.

(3) Provide routine supervision of personnel and students conducting sponsored projects.

(4) These responsibilities may be delegated to the component's Dean or equivalent.

i. Resource Advisors

(1) Support the execution of sponsored project funds in accordance with applicable laws and policies and project timeline.

(2) With Comptroller's office, maintain financial records of sponsored projects.

(3) Advise SPC and Comptroller's office of discrepancies or concerns with financial aspects of sponsored projects.

j. MCU Personnel Proposing and Executing Sponsored Projects

(1) Obtain permission for time requirements and topic from Director.

(2) At least 30 days prior to submitting a proposal for or agreeing to a sponsored project, submit a Notice of Intent package for review by the SPC, Comptroller's office, SJA, and other offices as required by the specific sponsorship opportunity.

(3) Execute the project and create deliverables in accordance with the sponsorship agreement and applicable laws and policies.

(4) Work with Resource Advisor to ensure appropriate and timely use of funds and to maintain required financial records.

(5) Maintain all required non-financial records as determined by the SPC for the specific project.

k. MCU Personnel Supervising Student-led Sponsored Projects

(1) Perform all functions in 4.j for project.

(2) Supervise student execution of project.

Related Policies and Forms:

Academic Freedom and Non-attribution

Gift Acceptance and Volunteer Services. Marine Corps University Policy Letter 1-18

Notice of Intent to Apply for or Accept Support for a Sponsored Project

Research and Sponsored Projects Portal

Sponsored Projects Council Charter. 12 Mar 2020

Promulgated: 9 Mar 2021

Reviewed: 2 Dec 2022

Revised: 2 Dec 2022

Graduation and Detachment

Functional Lead: Provost

Division: Academic Support Division (ASD)

Responsible Office: Registrar

Reference: (a) DoD SAAMS

1. Purpose. The purpose of this chapter is to define roles and responsibilities regarding graduation ceremonies and guidance regarding early detachment from the assigned academic program.
2. Background. As Marine Corps University (MCU) operates on a variety of calendars and administers academic programs of varying length, graduation events and student detachment are necessarily decentralized. That said, as the certification of professional military education (PME) requirements, including joint PME, and degree granting authority belong to the President, MCU, clarity is needed to ensure all requirements are met prior to students being certified as having met PME outcomes and / or receive a conferred degree.

3. Policy

- a. Graduation Ceremonies/Commencement Exercise

- (1) Enlisted PME programs. The Director, College of Military Education (CEME) is delegated authority to plan, coordinate, and conduct graduation ceremonies for CEME educational programs.

- (2) Resident and non-resident Expeditionary Warfare School (EWS) programs. The Director, EWS, in conjunction with the Director, College of Distance Education and Training (CDET), is delegated authority to plan, coordinate, and conduct the graduation ceremony for EWS resident and Quantico region distance education graduates. The EWS graduation ceremony is normally the second Thursday in May.

- (3) MCU Commencement. Marine Corps War College, School of Advanced Warfighting, and resident and Quantico regional distance Command and Staff College will participate in the MCU Commencement Exercise. The annual MCU commencement exercise is normally held on the Wednesday of the first full week following the Memorial Day holiday weekend. Attendance and participation are mandatory for all resident students, unless otherwise directed. A mandatory rehearsal will normally be scheduled for the afternoon prior to the exercise.

- (a) The Provost exercises oversight of Commencement requirements (OPR).

- (b) The Vice President for Operations and Plans (VPOP) serves as coordinating authority (OCR).

- b. Detachment

(1) General considerations

(a) MCU's goal is that, to the extent possible, all academic and administrative requirements are accomplished prior to the applicable graduation ceremony/commencement exercise so that students are detached upon graduation from MCU and execute their follow-on orders or return to their parent command directly. Exceptions to policy must be cleared in advance as directed below. Any student remaining after graduation reports to student services for accountability.

(b) International Military Students (IMS) will detach per the dates established in their Invitational Travel Orders (ITOs). MCU does not have authority to amend ITOs. That authority lies with the Security Cooperation Office in the IMS native country. Requests for extension of detaching dates after graduation will not normally be endorsed favorably. Directors will ensure that all IMS detaching requirements are met prior to IMS departure. For all educational programs aboard the MCU main campus, detachment of IMS will be coordinated via the Student Services Office Regional IMS Officer.

(c) Civilian interagency students' assignment to MCU terminates immediately after program graduation. Civilian students who received access tokens from MCU will return the token to the Student Services office prior to graduation. Requests for civilian interagency students to extend their assignment to MCU beyond graduation will be referred to the Provost for determination, and will not be approved without the express consent of the parent agency.

(2) Enlisted PME. Except as prescribed for IMS, the Director, CEME is delegated authority to administer student detachment from all CEME educational programs, to include early detachment.

(3) Officer PME

(a) Distance PME (DEP) programs. Generally, students enrolled in DEPs are not attached or detached to MCU in a permanent or temporary duty status. The exception is students enrolled in the Blended Seminar Programs (BSP) during applicable resident periods. Except as prescribed for IMS at Quantico, the Director, CDET is delegated authority to administer student detachment from the BSPs.

(b) Resident Officer PME programs. Except as prescribed for IMS, the Directors or resident officer PME programs are delegated authority to administer student detachment from their programs subject to the following limitations:

i. Early Graduation and Detaching Requirements. The President, MCU is the approval authority for early graduation.

ii. School Directors will review and recommend disposition of early graduation requests, to specifically include whether the student has met, or can meet, requirements for

receiving PME credit by the proposed detaching date. For students in joint PME programs, the Provost will coordinate with J-7 for approval to grant joint PME credit.

iii. Students will not request follow-on orders from their service assignment branches that require a detach date prior to the scheduled date of graduation. Students in receipt of orders that require a detach date prior to the scheduled date of graduation in order to comply with a mandatory reporting date will immediately report this to their school Director via the faculty advisor or Deputy Director. Students who receive inquiries from external units about the possibility of early graduation will refer the requestor to the MCU Registrar and report this to their faculty advisor.

iv. Late detaching. U.S. military students will not request orders that require a detach date after 1 July without permission from the Vice President for Business Affairs. Students who remain attached to MCU after graduation are subject to assignment as needed to support MCU mission requirements.

4. Procedures

a. Commencement Exercise

(1) VPOP, as OCR, will schedule and conduct coordination meetings as needed, and publish a letter of instruction for the exercise.

(2) The uniform is normally the Marine Corps Service “A” with ribbons and badges or service equivalent and dark business suit/attire for civilian students.

(3) Depending on venue, the exercise normally will involve all schools and consist of a faculty procession, entrance of the official party, commencement remarks by the invited guest of honor, conferring of master’s degrees, and presentation of diplomas by school, or may be combination of plenary participation for commencement remarks and separate school diploma presentation ceremonies.

(4) For the purposes of faculty procession, faculty are defined as those faculty assigned to the educational programs participating in the exercise, MCU Academic Chairs and Scholars, and faculty from the Leadership Communications Skills Center.

(5) Families are welcome and encouraged to attend; students will be provided invitations for use and guidance on identifying any distinguished guests (flag and general officers, foreign dignitaries, etc.) prior to the exercise.

b. Early or Late Detachment

(1) Early detachment. Students in receipt of orders who desire a detachment date prior to scheduled graduation for personal and/or family reasons may submit a written request, via the school Director and Vice President for Academic Affairs, to the President, MCU. The request will include, at a minimum:

- (a) Requested detach date.
- (b) Explanation why the early detach date is necessary.
- (c) Required reporting date to follow on unit.

(d) Acknowledgment that approval of an earlier detaching date may result in failure to meet PME completion requirements or require additional and/or alternate coursework prior to detaching in order to satisfy PME completion requirements.

(2) Late detachment. Students who desire a detachment date after 1 July may submit a written request to the Vice President for Business Affairs via the program Director and Director of Administrative Services. The request will indicate the reason for the request and acknowledge the students' understanding that they are eligible to be assigned duties in support of MCU mission accomplishment until detaching.

Related Policies and Forms:

Academic Year Calendar
Diplomas and Certificates
Records and Transcripts

Promulgated: 30 Sep 2021

Reviewed: 2 Dec 2022

Revised: 2 Dec 2022

Diplomas and Certificates

Functional Lead: Provost

Division: Academic Support Division (ASD)

Responsible Office: Registrar

1. Purpose. The purpose of this chapter is to define Marine Corps University (MCU) practice regarding the development and issuance of program diplomas and / or certificates.
2. Background. Diplomas are official documents, given by an educational institution, evidencing the successful completion of a course of study. Within the United States, diplomas are also generally used to confer an academic degree to the recipient. The term certificate more generally refers to an official document that affirms a fact and can be evidence of course completion, awarding of a prize, passing an exam and/or attendance. Marine Corps University uses the terms “degree diploma” and “PME diploma” to distinguish between documents which evidence conferring of a master’s degree from those which evidence completion of professional military education requirements.

3. Policy

a. In general, students enrolled in the year-long resident degree granting programs will receive a degree diploma upon successful completion of the program requirements. Students who do not earn the degree, but complete the basic PME requirements of a degree granting school will receive a PME diploma. Students enrolled in the year-long resident non-degree granting programs and officer distance PME programs will receive a PME diploma upon successful completion of the program requirements. All other students will receive a certificate upon successful completion of the particular program requirements.

b. Name Conventions. PME diplomas and certificates contain the rank, name (first, middle initial, last) as reflected in official military personnel or agency records, and service/agency abbreviation. Degree diplomas contain the legal name of the recipient (first, middle initial, last) as reflected in official records. Slight deviations from the naming convention may be made for international military students (IMS) to reflect naming conventions and service reporting requirements in other countries. Nicknames, call signs, etc., are not authorized for any student.

c. Attesting Signatures

(1) Only the President, MCU and the Director of the applicable degree-granting program may sign degree diplomas.

(2) PME and Degree diplomas will be personally hand signed unless otherwise directed by the President, MCU.

(3) Because of the nature and geographical dispersion of the College of Distance Education and Training (CDET) Distance Education and Blended Seminar Programs (DEP/BSP), the Director, CDET is authorized the use of the President’s auto-signature on PME

diplomas, except for any Distinguished Graduate diplomas that the President and Director, CDET personally sign.

(4) Enlisted PME programs. The Director, College of Enlisted Military Education (CEME) produces graduation certificates for all enlisted PME programs and may delegate in his or discretion program director signature authority to the appropriate program or Staff Noncommissioned Officer Academy director. Use of the President's auto-signature is at the discretion of the President, MCU.

(5) Certificate of Attendance. Any student who does not, for any reason, satisfactorily fulfill all graduation requirements, yet is not disenrolled from the PME program, will receive a Certificate of Attendance.

(a) The Director, CEME will produce certificates of attendance for enlisted PME programs, and may delegate signature authority as appropriate.

(b) Resident officer PME certificates of attendance will be prepared by the MCU Registrar.

(c) Certificates of attendance will contain a statement certifying that the student attended the applicable course, the rank, name (first, middle initial, last) as reflected in official military personnel records, and service of the recipient, and the dates of attendance.

(d) Certificates of attendance will not display the Marine Corps University, program logo, or President's name and/or signature. The program Director or MCU Registrar may sign the certificate validating attendance.

(6) Other Certificates. Program Directors may, in their discretion, issue certificates to students reflecting passing of an exam, winning of an award or prize, or completion of a portion of the overall program (e.g., successful completion of an elective course within the overall program of instruction), and the like.

d. Replacement diplomas or certificates. Marine Corps University will provide replacement degrees/diplomas/ certificates of attendance to former students in order to replace documentation missing from service records upon written request of the student. A replacement diploma will indicate on its face that it is a replacement in lieu of the original, and reflect the date of the replacement and the originally issued date, i.e. "Replacement diploma (or certificate, as applicable) for original conferred on (date)."

4. Procedures

a. Diplomas will be produced in sufficient time to be routed for signature and prepared for delivery at the time of program graduation.

b. Replacement diplomas

(1) Enlisted PME. The Director, CEME will develop and publish the requirements and procedures for issuing replacement diplomas or certificates.

(2) Officer PME. The MCU Registrar will develop and publish the requirements and procedures for issuing replacement degree and PME diplomas. Generally, a written request containing a statement of the circumstances of the missing record is required. Replacement diplomas will be in the form used at the time of the request and signed by the incumbent officeholders or the Registrar on their behalf. Request a replacement diploma via email to MCU_Registrar@usmcu.edu.

Related Policies and Forms:
Graduation and Detachment
Records and Transcripts

Promulgated: 30 Sep 2021

Reviewed: 2 Dec 2022

Revised: _____

Transcripts and Student Records

Functional Lead: Provost

Division: Academic Support Division (ASD)

Responsible Office: Registrar

Reference: (a) Standard 12.5, SACSCOC Principles of Accreditation

(b) Resource Manual for the Principles of Accreditation

(c) MCO P1600.7F, Performance Evaluation System Manual

1. Purpose. The purpose of this chapter is to define Marine Corps University (MCU) practice regarding the development and issuance of transcripts and maintenance of student academic records.
2. Background. Transcripts are official documents issued by an academic institution and certifying the accuracy of the individual academic performance record contained therein. It is imperative that records of academic performance are secure, confidential, and accurate, and that dissemination thereof is in accordance with traditional standards of higher education, comply with applicable rules and regulations, and meet the requirements of service personnel management and individual student academic pursuits. Because of the decentralized nature of MCU's educational program administration, registrar functions regarding student records development, maintenance, and transcript production is also decentralized.
3. Policy
 - a. Enlisted professional military education (PME) programs. The Director, College of Enlisted Military Education, will ensure that records of student performance in enlisted PME programs are properly maintained in accordance with service regulations, and student achievement is accurately reflected in applicable Marine Corps reporting systems (such as Marine Corps Training Information and Management System (MCTIMS)). In general, enlisted PME program academic performance will be disseminated via the Joint Services Transcript.
 - b. Distance Education Programs. The Director, College of Distance Education and Training will ensure that records of student performance in distance PME programs (to include the Blended Seminar Programs) are properly maintained in accordance with service regulations, and student achievement is accurately reflected in applicable Marine Corps reporting systems. The Director, CDET will issue transcripts of distance program academic performance.
 - c. Resident officer PME programs. Educational program directors are initially responsible for the development and maintenance of student records of performance in their respective educational programs (i.e. courses taken, credits and grades earned, etc.) in accordance with approved educational systems throughout the academic year. Educational program directors are also responsible for ensuring that Marine student performance is accurately measured and reflected in the Marine Corps performance evaluation system records per reference (c), and for coordinating with the MCU senior sister-service member to ensure similar records are developed for sister service students.

(1) Directors will ensure that MCU educational systems and platforms are used to link student, courses (to include electives), and academic performance (grades and grade point average (GPA), awards earned (if any)) therein to ensure the accuracy and integrity of student academic performance data throughout the academic year. Directors will ensure that the MCU Registrar's office can access student record data directly in such platforms in order maintain its security and to eliminate potential data loss or error in transmission.

(2) The MCU Registrar will produce official transcripts that reflect program of study, program dates, courses taken, grades earned, cumulative GPA, degree conferred (if applicable), and PME level certified.

(3) Upon graduation (or disenrollment prior to graduation), the MCU Registrar will serve as the office of resident officer PME student records and will ensure appropriate student course codes are entered in MCTIMS.

(4) Student records for master's degree producing educational programs will be maintained in perpetuity. The Directors, Information Technology and Educational Technology will ensure that educational software and platforms support this requirement.

(5) Service Copies of Academic Records and Service Evaluations. After graduation, the MCU Registrar and the Director, Administrative Services will ensure that official copies of student academic records are provided to the applicable service records offices. MCU's internal processing goal is completion of this task by the end of the week of graduation.

(a) USMC: School course completion codes are entered into a Marine's Total Force System (MCTFS) record via validation of graduation in the Marine Corps Training Information Management System (MCTIMS). Copies of PME and degree (if applicable) diplomas and transcript will be provided by the Registrar to MMSB-20 for inclusion in the Marine's OMPF. Fitness reports are submitted via the MOL A-PES module.

(b) Sister-service military: The Registrar will provide copies of diplomas and transcripts to the Student Services office for delivery to the appropriate service office. Fitness reports/evaluations will be processed by the program director or the Administrative Services office.

(c) International Military Students (IMS): The Student Services office certifies course completion and provides the IMS student evaluation to the U.S. Security Cooperation Office in the IMS native country. The MCU Registrar will provide each IMS with a sealed transcript and, as applicable, guidance on obtaining an apostille.

(d) Civilians: Civilian students will normally provide their agency with copies of diplomas and transcripts as required.

4. Procedures

a. Transcripts

(1) Servicemembers may request a Joint Services Transcript online at:
<https://jst.doded.mil/jst/>.

(2) Distance Education students may print an unofficial copy directly, or request an official copy be issued, via MarineNet.

(3) Resident officer PME students may:

(a) print an unofficial copy directly from MarineNet

(b) request an official transcript from the MCU Registrar via guidance posted on the MCU website Registrar page.

b. Apostille. An apostille is an official document certifying the validity of certain types of governmental records. Some countries require an apostille to accept the validity of a foreign degree, diploma, or course certificate. Each IMS should determine from his country's authorities whether an apostille is required.

(1) IMS can obtain an apostille from the U.S. State Department by submitting original diplomas to the Office of Authentications. Submission instructions, office hours and fee information are available at <http://www.state.gov/m/a/auth/>.

(2) IMS can also obtain a Virginia state apostille for copies of their diplomas certified as true by a Virginia Notary. Those certified copies can be taken to the State of Virginia Secretary of the Commonwealth office in Richmond, VA. That office will issue an apostille certifying the validity of the notary. Submission instructions, hours and fee information are available at <https://commonwealth.virginia.gov/official-documents/authentications/>.

Related Policies and Forms:

Selection and Admission

Diplomas and Certificates

Graduation and Detachment

Promulgated: 21 Sep 2020

Reviewed: 2 Dec 2022

Revised: _____

Selection and Admissions Policies

Functional Lead: Provost

Division: ASD

Responsible Office: Registrar

Reference: (a) Principle 10.5 SACSCOC Principles of Accreditation

(b) Resource Manual for the Principles of Accreditation

(c) MCO 1524.1 Marine Corps Graduate Education Program

1. Purpose. This section defines admissions policy for the Expeditionary Warfare School (EWS), Command and Staff College (CSC), School of Advanced Warfighting (SAW), and Marine Corps War College (MCWAR), and their master's degree programs as applicable.

2. Background

a. Student Selection

(1) MCWAR, CSC, and EWS

(a) Marine students are selected by a Headquarters Marine Corps selection board process under the cognizance of the Deputy Commandant for Manpower and Reserve Affairs.

(b) Sister service military students are selected by their respective services' internal selection process.

(c) International military students (IMS) are selected by an invitation, nomination, and approval process under the cognizance of Deputy Commandant for Plans, Policies, and Operations and administered by the Marine Corps Security Cooperation Group.

(d) Civilian interagency students are selected by solicitation of nominations from selected agencies, agency nomination(s), and review and approval process under the cognizance of the MCU Provost and the respective school or college director, and administered by the MCU Registrar. Only MCWAR and CSC have seat allocations for civilian interagency students.

(2) SAW: All SAW students are selected by an application and MCU board selection process. The President, MCU approves the final selection. Applications are solicited in the late summer/early fall of the year preceding the academic year for which selected.

b. Master's degree programs. The President, MCU is authorized by the Congress of the United States to award master's degrees subject to being accredited to do so. Marine Corps University (MCU) is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award master's degrees. MCU offers three master's degrees: Master of Military Studies (MMS) in the CSC program, Master of Operational Studies in SAW, and a Master of Strategic Studies in MCWAR. Admission to one of MCU's degree programs and award of the degree requires adherence to traditional and acceptable standards of

higher educational practice. MCU's master's degree programs are seminar based programs that emphasize small faculty-to-student ratios, extensive student research and writing, and the development and demonstration of critical thinking.

3. Policy. To earn one of the University's master's degrees, a student must be admitted into the applicable school or college, meet the degree program admission requirements, and earn a minimum grade of B-/80% in every master's program course, to include electives. Directors of educational programs offering degrees will ensure that all degree candidates meet eligibility requirements, and may establish higher minimum grade requirements for degree coursework.

a. Qualifying undergraduate degree. To be admitted to any of the University's master's degree programs, an individual must be selected to attend the respective course and must hold a qualifying undergraduate degree (U.S. regionally or nationally accredited bachelor's degree or its equivalent). Any student who does not possess a U.S. regionally or nationally accredited bachelor's degree must demonstrate that his or her academic credentials are the equivalent of such a degree prior to admission into the degree program.

(1) Students with a U.S. regionally or nationally accredited bachelor's degree must provide an official transcript of the same from the granting institution to the MCU Registrar by the established deadline. Only official transcripts, as defined by the issuing institution, are acceptable, and must be sent directly from the issuing institution to the MCU Registrar's office. Unofficial transcripts, "student copy" transcripts, opened transcripts, etc. are not acceptable. MCU does accept electronic transcripts if considered official by the issuing institution.

(2) Students who have not earned a U.S. regionally or nationally accredited bachelor's degree bear the burden of demonstrating that their academic credentials are the equivalent of such a degree. Students with foreign credentials must obtain a foreign credential evaluation (FCE) from an acceptable evaluating entity. Acceptable evaluating entities are those members in good standing of the National Association of Credential Evaluation Services or the Association of International Credential Evaluators at the time the evaluation is conducted. Like transcripts, FCEs must be sent directly from the evaluating entity to the MCU Registrar's office.

b. English Proficiency. Students admitted to any master's degree program are expected to speak and write English proficiently. In addition to the undergraduate degree or equivalent requirement, an international military student from a non-English speaking country must obtain a minimum "My Best Score" of 83 on the Test of English as a Foreign Language (TOEFL) prior to his or her selection for any of the degree programs. TOEFL results must be sent directly to the MCU Registrar's office.

c. Deadlines

(1) Command and Staff College (CSC). All U.S. students will be automatically enrolled in the MMS program course. All students with a U.S. regionally or nationally accredited bachelor's degree must submit an official transcript prior to the first day of classes. Students without a U.S. degree must demonstrate that they meet all admission requirements by 1

November of the academic year. Such students may be provisionally admitted to the degree program subject to meeting all admissions requirements by 1 November of the academic year.

(2) School of Advanced Warfighting (SAW). All students must demonstrate that they meet all admission requirements prior to selection to SAW. For those students with U.S. degrees, unofficial transcripts suffice to meet admission requirements for application and selection; however, selectees must validate the degree with official transcripts prior to the start of classes.

(3) Marine Corps War College (MCWAR). All students with a U.S. regionally or nationally accredited bachelor's degree must demonstrate that they meet all admission requirements prior to the first day of classes. Students without a U.S. degree must demonstrate that they meet all admission requirements by 1 November of the academic year.

d. Costs. Students are responsible for the costs associated with procuring official transcripts, FCEs, and / or TOEFL results.

e. Waivers

(1) For waiver requests by U.S. student from the requirement for mandatory enrollment in MMS, President, MCU is decision-maker.

(2) For all other waiver requests, if the Provost concurs with the director that a waiver is warranted, the waiver is granted. If the Provost does not concur with granting a waiver, the request and endorsements will be forwarded to the President, MCU for a decision.

4. Procedures

a. Student quotas. The MCU Registrar will develop an annual resident PME Quota Plan to identify school seat allocations NLT than 31 August each year for use by selection boards and assignment offices.

b. General admissions. Individual college, school, and program admissions requirements can be found under their respective sections in the MCU Catalog or on the respective school or college webpages. Issues concerning student eligibility will be referred to the applicable educational program director for resolution.

c. The MCU Registrar, in coordination with the Student Services office, will coordinate directly with the appropriate service selection and assignment branches for the names and appropriate demographic information of selected U.S. military students and IMS; receive civilian agency nominations and prepare them for the school or college Director's review; and register all students in the Marine Corps Training and Information Management System.

d. Master's degree admissions

(1) Submit official transcripts and / or FCEs and TOEFL results directly to the MCU Registrar:

(a) Mail: President, Marine Corps University
Attn: Registrar
2076 South Street
Quantico, VA 22134

(b) Email (if issuing institution or service authorizes): MCU_Registrar@usmcu.edu.

(2) TOEFL. The TOEFL is required for all IMS entering a master's degree program, unless their country is exempt from English testing. IMS at CSC who do not desire to pursue the master's degree and all IMS attending EWS are not required to take the TOEFL.

(a) The TOEFL is a test, administered by Educational Testing Service, of an individual's ability to use and understand English in an academic setting. The TOEFL is an MCU academic requirement for admission into MCU's master's degree program; it is only required for IMS master's degree candidates.

(b) The TOEFL should be taken prior to IMS departing their home country and early enough for the test results to arrive at MCU before classes start. TOEFL scores are valid for two years. MCU must receive the TOEFL score report directly from the reporting agency.

(c) To register for the TOEFL, visit the TOEFL website at www.ets.org/toefl. When registering for the test, make sure to select the Destination (DI) Code: 1453. There is a fee to take the TOEFL. For more information about the TOEFL, visit www.ets.org/toefl.

(3) FCE. MCU does not conduct FCEs. Instead, it relies on the expert analysis of recognized FCE services. Students must submit their academic credentials directly to an FCE service to determine if the records are equivalent to a U.S. bachelor's degree, and request that the FCE service submit a report to MCU. Like the TOEFL, this should be done prior to departing home country.

(a) MCU accepts evaluations from any service that is a member of the National Association of Credentials Evaluation Services (NACES) or the Association of International Credential Evaluators (AICE). MCU must receive an official report directly from the FCE service.

(b) Costs may vary from FCE service to service.

(c) IMS with an undergraduate degree from a US college or university do not have to get an FCE. Instead, request an official transcript be sent by the institution to the MCU Registrar.

(d) FCEs are only required for IMS entering the MCU master's degree programs. It applies to all IMS attending MCWAR and SAW. It also applies to those IMS attending CSC who desire to enter the optional master's program. IMS at CSC who do not desire to pursue the master's degree, and all IMS attending EWS, are not required to have their academic credentials evaluated.

(4) Waivers. Requests for waivers from mandatory enrollment in the MMS program, or of any degree admission requirement or procedure must be in writing from the student seeking the waiver, and addressed to the Provost via the director of the applicable program. Requests must be received by the Provost no later than 30 December.

(a) Content. Waiver requests must identify the requirement, policy, or procedure for which a waiver is requested, contain an explanation as to why a waiver is needed, and explain how the student's circumstances or credentials otherwise meet admission requirements or justify a waiver. Waiver requests for submission deadlines must also include an explanation of why the student could not meet the established deadline.

(b) Process. Directors may deny the request with no further action or favorably endorse recommending approval. If there is a disagreement between the Director and the Provost concerning a waiver, the request will be forwarded to the President, MCU for adjudication.

i. Endorsements should detail the assessment upon which the recommendation is made.

ii. Forward the waiver request and endorsement to the MCU Registrar for review and tracking.

iii. MCU Registrar will track and draft the decision endorsement for the Provost or President, MCU.

(c) Records. Original records of forwarded waiver requests and their resolution will be maintained by the MCU Registrar.

Related Policies and Forms:

Academic Year Calendar

Records and Transcripts

Promulgated: 1 Jul 2016

Reviewed: 2 Dec 2022

Revised: 30 Sep 2021

Student Award Program

Functional Lead: Provost

Division: ASD

Responsible Office: Registrar

1. Purpose. The purpose of this section is to define responsibilities for the administration of the Marine Corps University (MCU) student awards program, and applies to tangible recognition offered to students for specific aspects of academic performance. Treatment of “Distinguished Graduates” is addressed in the Student Assessment and Feedback policy.

2. Background. Historically, a number of student awards have been offered by various organizations and/or individuals. Student awards recognize academic research, scholarship, and achievement on the part of the individual student and serve to promote MCU’s outreach and service efforts with award sponsors and therefore welcome. However, depending on the nature of the award, they are also subject to legal and regulatory requirements. In addition, some awards are eligible for receipt by students across programs. Therefore, clarity in defining roles and responsibilities in managing the numerous award opportunities is required.

3. Policy

a. The Provost exercises overall oversight of the student awards program and is OPR for the MCU Awards Ceremony.

(1) The Director, College of Enlisted Military Education (CEME) manages student awards offered solely within enlisted professional military education (PME) resident academy programs, to include selection of recipients and presentation.

(2) The Director, Expeditionary Warfare School (EWS) manages student awards offered solely to students of resident EWS, to include selection of recipients and presentation.

(3) The MCU Registrar oversees the management of student awards offered to students of resident Marine Corps War College, School of Advanced Warfighting, and Command and Staff College, and other awards for which students from more than one educational program are eligible, to include CEME and EWS. These awards will normally be presented during the annual MCU Awards Ceremony.

(4) The Director, Leadership Communications Skill Center, will coordinate MCU participation, to include student submissions and faculty participation in judging, in the annual Secretary of Defense and Chairman, Joint Chiefs of Staff writing awards competition.

b. Student awards offered by sponsors outside of MCU will normally be codified via a Memorandum of Understanding (MOU). The Provost is delegated authority to sign such Memorandum on behalf of MCU. MOUs will identify the sponsor organization or individual, the name of the sponsored award, the criteria for which the award is presented, and the eligible

recipients, to include whether the award is intended for students within a single educational program or is open to students from across programs.

c. Current officer PME awards are shown in the list of officer PME student awards (see below under Related Policies and Forms). The Provost will ensure that the list of officer PME student awards (see below under related policies and forms) is updated as needed for accuracy.

4. Procedures

a. The Directors, CEME and EWS will publish procedures for awardee selection and award presentation.

b. Proposals or offers for new awards will be forwarded to the MCU Registrar for staffing and review.

c. All award proposals and associated MOUs will be staffed via, at a minimum, the director of any educational program whose students are eligible for the award and the MCU Staff Judge Advocate (SJA). SJA review is required to ensure that gift acceptance limitations and procedures are adhered to prior to acceptance of any award offer.

d. Procedures for selection of recipients for the awards described in paragraph 3.a.(3) are published in an annual letter of instruction. The Provost has primary responsibility for the execution of the MCU Awards Ceremony at which said awards will be presented (in coordination with VPOP).

e. Awardee names will be provided to the MCU Registrar no later than 1 May.

Related Policies and Forms:

List of Officer PME Student Awards

Student Assessment and Feedback

Promulgated: 21 Sep 2020

Reviewed: 2 Dec 2022

Revised: 30 Sep 2021

List of Officer PME Student Awards

University-level Awards

Krulak Center Award for Innovation: Presented to the student that best embodies the spirit and creativity of LtGen Brute Krulak. This student continually challenged instructors as well as their fellow students with their “out of the box” thinking and consistently presented novel, imaginative and unique contributions to the class discussions, planning exercises and writing assignments.

Women, Peace and Security: Presented to a student who best demonstrates critical thought and the creativity focused on United States Strategy, the international strategy as proposed by the UN, or the value of a gendered perspective relating to conflict prevention and resolution.

Awards available to students in two or more programs

ABCNZ Armies Program Staff College Award: Marine Corps War College (MCWAR), School of Advanced Warfighting (SAW) and Command and Staff College (CSC) Awarded for the best paper on the topic of coalition interoperability.

Colonel Arthur Corbett Award (MCWAR, SAW, CSC): Awarded in honor of the late Colonel Arthur Corbett, USMC, to the student (and two honorable mentions) whose paper best exemplifies the contributions made by Colonel Corbett to the Marine Corps in the realm of force design and capabilities with an emphasis on innovation and creativity.

Foreign Area Officer Award for International Affairs: (MCWAR and CSC) Awarded for the best paper demonstrating academic research, strategic-thought, and professional writing skills on international affairs and related intelligence issues.

Joint Service Planner Award: (MCWAR and SAW) Awarded for the best paper on the topic of future and/or joint fighting.

Marine Corps War College Awards

Lieutenant General P. K. Van Riper Writing Award: Awarded for the paper determined to be most suitable for publication in a professional journal.

Master of Operational Warfare & Campaigning Award: awarded for superior achievement in wargaming, campaigning for strategic effect, and exercise play.

MCWAR Academic Excellence Awards: Marine Corps Association and Foundation sponsors the MCWAR Academic Excellence Awards, presented to the top ten percent of the MCWAR graduating class based upon evaluation of leadership qualities and superior academic performance, with emphasis on academic performance.

National Strategy and Policy Award: Awarded for the best paper that exemplifies a military advice or strategy recommendation memo or paper.

Senior Staff/Senior Advisor Briefing Award: Awarded for the best performance in briefing a topic in Great Power Rivalry in the fall and/or spring cumulative oral boards

School of Advanced Warfighting Awards

General Clifton B. Cates Award (1st and 2nd): Awarded in honor of General Clifton B. Cates, U.S. Marine Corps, the nineteenth Commandant of the Marine Corps, for sustained demonstration of problem-solving capabilities far exceeding military experience.

Staff Ride Excellence Prize: Annually awarded to the SAW student who most excels in the staff ride component of the curriculum.

Command and Staff College Awards

Brigadier A. W. Hammett Award: Awarded in honor of Brigadier Anthony W. Hammett, AM, Royal Australian Regiment for the most outstanding research paper by an international military student on a subject of value to his country.

Colonel Bevan G. Cass Award (1st and 2nd place): Awarded in honor of Colonel Bevan G. Cass, U.S. Marine Corps to the best paper on a topic concerned with the profession of arms bearing directly on the Marine Corps.

Colonel Franklin Brooke Nihart Award: Awarded in memory of Colonel Franklin Brook Nihart, U.S. Marine Corps, Retired, for the best Master of Military Studies paper by a USMC infantry officer.

Lieutenant General Edward W. Snedeker Award: Awarded in honor of Lieutenant General Edward W. Snedeker, U.S. Marine Corps, Retired, for the best paper suitable for publication in a professional journal on a topic related to command and control, communications, information systems or intelligence.

Lieutenant General John A. Lejeune Award: Awarded in memory of General John A. Lejeune, U.S. Marine Corps, Retired, thirteenth Commandant of the Marine Corps, for the best paper on a military topic.

Streusand-Cooper Award: Awarded in memory of Mr. and Mrs. Alan L. Streusand and Lieutenant Colonel and Mrs. Francis L. "Gus" Cooper for the best paper on information and operations or information as an instrument of national power.

William J. "Wild Bill" Donovan Intelligence Writing Award: Awarded for the most outstanding paper on intelligence or an intelligence-related topic.

Expeditionary Warfare School Awards

Captain Larry K. Shipman Memorial Award: Presented in honor of Captain Larry K. Shipman, USMC, by the Marine Corps Association and Foundation to the outstanding Ground Combat Element student.

Colonel Donald G. Cook Memorial Award: Presented in honor of Colonel Donald G. Cook, USMC, by the Armed Forces Communications and Electronic Association Education Foundation to the outstanding Communications student.

First Lieutenant Harry L. Martin Memorial Award: Presented in honor of First Lieutenant Harry L. Martin, USMC, by the Marine Corps Engineer Association to the outstanding Marine Engineer student.

General Roy S. Geiger Award: Presented in honor of General Roy S. Geiger, USMC, by the Marine Corps Scholarship Foundation to the student who demonstrates overall student leadership.

International Military Student Officer Award: Presented by the Marine Corps University Foundation to the international military student who best demonstrates overall excellence.

Lieutenant Colonel Earl H. "Pete" Ellis Award: Presented in honor of Lieutenant Colonel Earl H. Ellis, USMC by the Marine Corps Association and Foundation for critical warfighting discipline student leadership.

Lieutenant Colonel Robert J. Johnson, Jr. Memorial Award: Presented in honor of Lieutenant Colonel Robert J. Johnson, Jr., USMC, by the Marine Corps Aviation Association to the outstanding Aviation Combat Element (ACE) student.

Major General Michael Ennis Intelligence Award: The Major General Michael Ennis Intelligence Award is sponsored by Marine Corps University Foundation and presented to the outstanding intelligence officer student.

Major Walter M. Murphy Memorial Award: Presented in honor of Major Walter M. Murphy, USMC, by the Marine Corps Association and Foundation to the outstanding Logistics Combat Element student.

Rapicault Memorial Award: Presented in memory of Captain Patrick Rapicault, USMC, by the Marine Corps Gazette to the international military student who has written the best paper in EWS.

The United States Field Artillery Association Award: The United States Field Artillery Association Award (Leatherneck Chapter) is sponsored by the US Field Artillery Association and is presented to the outstanding artillery student.

United States Naval Institute Lieutenant General John A. Lejeune writing award: Awarded by the U.S. Naval Institute and Proceedings in honor of General John A. Lejeune, U.S. Marine Corps, Retired, thirteenth Commandant of the Marine Corps, for the best student paper.

Yeosock Memorial Award: Presented in memory of Lieutenant General John J. Yeosock, USA, by the Marine Corps Gazette to sister service student who has written the best paper in EWS.

College of Distance Education and Training Awards

Brigadier General Thomas V. Draude Award (EWSDEP and EWSBSP): The Brigadier General Thomas V. Draude, USMC (Ret) Award for Exceptional Scholarship is awarded to individuals from the College of Distance Education and Training's Expeditionary Warfare School Blended

Seminar Program and Distance Education Program who authored a superior, highly thoughtful, extra-curricular essay linking their curriculum to the Commandant's Professional Reading List.

Student Complaint Policy

Functional Lead: Provost

Division: ASD

Responsible Office: Registrar

Reference: (a) Principle 12.4 SACSCOC Principles of Accreditation

(b) Resource Manual for the Principles of Accreditation

(c) MCO 1700.23G Request Mast Procedures

(d) MCO 5354.1E Marine Corps Prohibited Activities and Conduct Prevention and Response Policy

(e) MCO 1752.5C Sexual Assault Prevention and Response Program

1. Purpose. This policy provides a fair and equitable process for resolving student complaints.

2. Background. Per references (a) and (b), Marine Corps University (MCU) must publish procedures for receiving and maintaining written student complaints. This formal student complaint process augments the right of students to request mast (using the procedures outlined in reference (c)) to the President, MCU.

3. Policy

a. Complaints. A complaint is defined as an actual or supposed circumstance that adversely affects the grades, status, or rights of a student. Complaints are broadly defined as informal and formal.

(1) Informal. Before making written complaints, students are encouraged to seek resolution by discussing them informally with the faculty advisor, instructor, or course director who is most associated with the matter. MCU personnel are expected to deal with the matter in an open and professional manner and take reasonable and prompt action to try to resolve it informally. A student who is uncertain about how to seek informal resolution of a concern is encouraged to seek advice from the Director of Student Services or equivalent at his or her college or school.

(2) Formal. If an issue cannot be resolved informally, a student may make a formal complaint. Formal complaints must be submitted in writing on the prescribed form (see form listed below). If the complaint involves a member of the student's chain of command (e.g. the faculty advisor or the Dean), then the student may submit the complaint form directly to the Chief of Staff, MCU.

b. Deans and Directors will ensure fair treatment and a timely resolution of complaints.

c. Complaints and their resolution will be reported to the MCU registrar, who will maintain a log book and copies of the complaints (for a period of 10 years).

d. Exceptions. This policy does not apply to the following:

(1) Student Code of Conduct issues or matters pertaining to legal proceedings occurring under the guidelines of the Uniform Code of Military Justice.

(2) Complaints of discrimination based on race, national origin, sex (including sexual harassment), disability, or age. These types of complaints are covered under the Marine Corps' Equal Opportunity Policy in reference (d).

(3) Complaints involving sexual assault should not be reported via the student complaint process, but will follow the procedures outlined in reference (e).

e. Request Mast and Article 138 (Military). Processes and rights described in this policy do not replace or supersede the Request Mast Policy, Uniform Code of Military Justice Article 138 (Grievance against a Commanding Officer), or any procedures provided for action under the UCMJ. This complaint policy does not replace any disciplinary or administrative actions provided for in other DOD directives, or instructions published at the Training and Education Command (TECOM). This policy addresses complaint-handling provisions that meet federal and accreditation requirements. Reference (c) delineates the procedures that will be used by Marines and Sailors to request mast, should they desire to do so. International military students and U.S. sister service students assigned to Marine Corps University will be afforded the same procedures to directly seek assistance from, or communicate grievances to, their commanding officers as established in the reference (c).

4. Procedures

a. The student will complete the Student Complaint/Grievance Application found below, which is also available on the MCU website. The written complaint must be submitted within one month of the occurrence of the action or matter in question. On a case-by-case basis, formal complaints may be accepted beyond the one-month timeframe.

b. The completed Student Complaint/Grievance Application will be submitted to the deputy director or, if the complaint involves a student's chain of command, the MCU Chief of Staff. The deputy director (or, Chief of Staff, as appropriate) must meet with the student within three working days of receipt of the written complaint. At this point, the educational program director will inform the MCU Registrar that a formal complaint has been registered.

c. The educational program director will maintain a file of all documentation in relation to the consideration of the complaint and must assure that any staff member named in the complaint receives a copy as soon as possible. These records will be maintained in the registrar's office for a period of ten years. Redacted records will be available for review for any accreditation or regulatory purposes.

d. The Registrar will record the complaint in the MCU Student Complaint Log.

e. If the student is dissatisfied with the resolution proposed by the deputy director, the formal complaint is forwarded to the educational program director within five working days of the

conclusion of Step I (Step II in the student complaint form). The educational program director must meet with the student within three working days of receipt of the written complaint. If the issue involves the awarding of a grade, the decision of the educational program director will be final.

f. If the student is dissatisfied with the resolution proposed by the educational program director, the formal complaint is forwarded to the Chief of Staff, MCU (Step III in student complaint form). This action may be taken if the student disagrees with the decision of the educational program director or alleges serious abuse of discretionary authority. If at all possible, the Chief of Staff will address the complaint within ten working days.

g. The Registrar will record the resolution in the MCU Student Complaint Log.

Related Policies and Forms:

Equal Employment Opportunity Policy

Faculty Grievance Policy

Student Complaint/Grievance Form

Student Rights and Responsibilities

President, MCU Combined Policy Statement

Promulgated: 1 Jul 2016

Reviewed: 2 Dec 2022

Revised: 21 Sep 2020

Student Performance Evaluation Board

Functional Lead: Provost

Division: ASD

Responsible Office: Registrar

1. Purpose. This chapter outlines policy and procedures to be followed at Marine Corps University (MCU) for the conduct of a Student Performance Evaluation Board (SPEB).

2. Background

a. As military officers, enlisted Marines, and civilian federal employees, students have a duty to perform their academic studies to the best of their abilities. Student performance assessments are based on both aptitude (i.e., the ability to master the subject matter) and attitude (i.e., an honest and dedicated effort to complete all requirements to the best of one's ability, a demonstrated intellectual curiosity, and engagement in continual learning). Students who exhibit a lack of aptitude and/or attitude may be subject to an SPEB.

b. SPEBs are administrative in nature, not disciplinary. As such, the purpose of the SPEB is to provide a forum for resolution of a wide variety of student-related issues. These may include, but are not limited to, allegations of violations of academic integrity, extended absences, substandard academic performance, attitudinal problems, and/or violations of professional ethical standards. As an administrative proceeding, the SPEB serves both an institutional and an individual purpose. At the institutional level, the SPEB provides a review process for substandard performance and recommends appropriate action. At the individual level, the SPEB may assist the student by encouraging improved performance through schoolhouse monitoring of student progress. The ultimate goal of the SPEB is to identify what is best for the school, the student, and the Marine Corps, and recommend appropriate action.

3. Policy

a. Any MCU faculty or staff member may recommend to the educational program director that a SPEB be convened. However, the decision to convene the board rests solely with the director.

b. Appropriate school directives (e.g., School SOP, Student Handbook) will specify the academic standards/grade requirements to pass the course, and these standards will be published to the students. Students who fail to meet the academic requirements will be subject to a SPEB and may be recommended to receive a certificate of attendance rather than a diploma or to be dropped from the course and dismissed from the University.

c. The Standards of Academic Integrity are specified in a separate section of the regulations (linked at the end of this document). Students who fail to meet the standard of integrity will be subject to appearing before a SPEB and may be recommended to receive a certificate of attendance rather than a diploma or to be dropped from the course and dismissed from the University.

4. Procedures. The following procedures will be followed when conducting SPEBs at Marine Corps University for resident and non-resident programs.

a. Officer PME Programs

(1) The SPEB will convene within five working days of the educational program director's decision that a board is required, or as soon as practicable. The Dean of the Academic Program will notify the Provost when a SPEB is convened.

(2) Educational program directors will determine the exact composition of the board, and appoint all members in writing. A sample appointment letter is found in the links at the end of this document. The senior member of the board will serve as the board president. The Registrar will be designated as recorder for all officer resident PME SPEBs. Personnel with expertise in the area to be investigated may also be invited to attend as advisors to the SPEB, but will not be allowed to vote. All five board members will have an equal vote. In forming the board, the director will consider the need to represent the diverse nature of the student body and the rank of the student under review. For resident programs, membership should consist of five members, and at least two members will be selected from an outside schoolhouse or the MCU staff. CDET SPEBs will consist of at least three members appointed by the Director, CDET.

(3) The educational program director, or representative, will notify the student, in writing, that a SPEB will convene, and direct them to appear before the board. Non-resident students will be afforded the opportunity to appear before the board, in person or virtually, at no cost to the government or provide a written statement. A sample notification letter is found in the links at the end of this document. At the same time, the director will provide the student a copy of this academic regulation. In addition, copies of the applicable school directives (e.g., School SOP, Student Handbook, Grading Policy, Policy Letter), as previously provided to the students at the beginning of the academic year, will be provided to the student for reference.

(4) A student may seek legal advice and/or retain counsel at their own expense, but will not be represented by legal counsel during the conduct of the board.

(5) The related forms and templates at the end of this document contain a preamble used to open the board, describe the general conduct of the proceedings, and advise the student of the range of board options available for recommendation to the director for resolution. The board will stress that the outcome of the board is a recommendation, as the educational program director is the approving official for any action.

(6) Prior to deliberations, the SPEB may request statements, written or in person, from individuals with knowledge of the facts. The student will be afforded the opportunity to make a statement and respond to questions of the board, but will not be present during board deliberations. The board president will determine whether the student may be present during all, or portions of, the fact-gathering phase of the board proceedings. The board president should be sensitive to the fact that, in the case of military students, statements could be used in disciplinary proceedings. All proceedings will be strictly confidential; however, this confidentiality does not create a legal privilege to be exercised by the student. Non-resident students' commanders will be notified of adverse SPEB action and may request a copy of the proceeding. Resident student

SPEB records are subject to be made available to subsequent administrative or disciplinary actions.

(7) The standard of proof to justify an adverse recommendation by the board is a “preponderance of the evidence” standard. In other words, this is evidence a reasonable person would be willing to accept as sufficient to support the conclusion, and is a greater weight of evidence than supports any different conclusion. A simple majority vote is required to adopt a recommendation.

(8) The board will submit a written report of its deliberations to the educational program director for approval and disposition. This report should be submitted within 24 hours (one duty day) of the board adjourning and should follow the format as outlined in the form below. A dissenting board member may, at his or her option, prepare a written minority recommendation to accompany the board report.

(9) Recommendations of the board may include, but are not limited to the following:

- a) Student continues in the program without prejudice.
- b) Student is asked to resubmit an academic requirement.
- c) Student is placed on academic probation. Academic probation is a status in which prescribed actions and/or conditions are placed on the student, and automatic consequences for failing to perform the actions and/or meet the conditions are identified and may be imposed without the need for additional review.
- d) Student receives formal counseling orally and/or in writing.
- e) Student receives non-punitive letter of caution (U.S. military members only).
- f) Student receives a certificate of attendance in lieu of a diploma.
- g) Student is dismissed from the program.
- h) Further action as deemed necessary by the director.

(10) The student may submit written matters for consideration by the educational program director, in conjunction with the board recommendations. These matters must be submitted to the director no later than 24 hours (one duty day) after the adjournment of the board.

(11) The educational program director is not bound by the recommendation(s) of the board. For resident programs, the educational program director will notify the student verbally, and in writing, of his or her decision normally within 72 hours (three duty days) of the board’s adjournment. A sample letter is provided in the links at the end of this document. The director’s decision letter and all SPEB records and supporting documents will be maintained by the program registrar in the student’s record. For non-resident students, notification will be completed within 5 duty days.

(12) Notification to President, MCU. Prior to informing the student of his/her decision, the program director will notify the President, MCU of the SPEB results and intended action.

(13) When the educational program director or President, MCU, decides to place a student on academic probation and the student fails to meet the conditions of that probation, the director may implement the consequences of failing to meet the conditions of the probation, without convening an additional SPEB. However, the student will be provided an opportunity to present matters for the director's consideration prior to making the decision. The director's decision will be in writing, per the template provided for SPEB probation failure, and the record will be provided to the program registrar. As above, the program director will notify the President, MCU of the intended action prior to informing the student.

(14) In cases where the educational program director decides that either a certificate of attendance in lieu of a diploma or dismissing the student from the program is the appropriate action, the following additional considerations apply:

a) U.S. Students. The educational program director has the authority to dismiss a student from the program or to award a certificate of attendance in lieu of a diploma. The student will be notified in writing of the director's decision, and this notification will specify that the decision may be appealed to the President, MCU. Students who receive a certificate of attendance will not receive the program's degree, if applicable.

b) International Students. Various DoD, DoN, and USMC regulations and policies govern the requirements, policies, and procedures for the administration of international students. International students are expected to meet the same course standards as U.S. students. Directors may issue certificates of attendance in lieu of graduation diplomas when the student does not meet the minimum established standards but has attended the complete course and has been diligent and sincere in his or her efforts. The reasons for issuance of a certificate of attendance should be fully documented in the student's academic record and explained in the final academic report. Authority to disenroll an international student from a program prior to its completion resides with the Deputy Commandant of the Marine Corps for Plans, Policies, and Operations (PP&O). Disenrollment must be viewed as a last resort. Normally, directors may recommend to the President, MCU, via the Provost, disenrollment from the program only after an international student has been placed on probation in accordance with SECNAVINST 4950.4 series, has been given adequate time to address the issue(s), and failed to make the necessary corrective progress. The President, MCU may disapprove the recommendation for disenrollment, or forward it to PP&O via CG, TECOM for determination. International students will normally remain in the program and participate in all requirements pending the disenrollment determination, unless otherwise directed by the President, MCU. When a director concludes that an international student's behavior involves such a serious breach of good order and discipline, or creates a severe safety risk such that disenrollment is necessary without prior probation, the matter may be referred to the President, MCU via the Provost for review. The referral must include a detailed description of the behavior, its impact on the program or others, and the reasons why probation would be ineffective in correcting the behavior. In these circumstances, and if necessary to the proper maintenance of good order and discipline or safety, the director may temporarily suspend

an international student from class or program events until a disenrollment decision has been made.

c) **Non-Resident Students.** The Director, CDET maintains the authority to administratively drop students from non-resident programs to accommodate unforeseen circumstances. This decision is made without prejudice, and the student is allowed to re-enroll in the program at a more suitable time. This exception does not apply to non-resident students who are dismissed for substantiated violations of academic integrity or professional ethical standards. In these cases, the procedures used for resident students will apply.

(15) Students may submit a letter of appeal to the President, MCU, within five working days of confirmed notification of the decision of the director. The director will forward the appeal package, under cover letter, to the President, via the Registrar and the Provost, for decision. The President, MCU will provide written notification of a decision to the student, usually within five business days of receiving the appeal. Due to physical separation from students in the distance education programs and the lack of administrative control, these timelines are extended and procedures modified, see appropriate CDET SPEB Policy Letter.

(16) For Marine resident students, the decision to award a student a certificate of attendance in lieu of a diploma and to dismiss a student from the course constitutes substandard performance on the part of the student and will normally result in an adverse fitness report and may result in a recommendation to show cause for retention in the Marine Corps. For cases resulting in a student receiving a certificate of attendance in lieu of a diploma or being dismissed from the course, a copy of the President's final decision will be forwarded to HQMC (MMRB) for inclusion in the student's OMPF. For other U.S. service or civilian students, copies of relevant documents will be forwarded to the applicable service or agency office.

(17) All written documentation pertaining to a SPEB, to include a memorandum of the board's proceedings, will be forwarded to the MCU Registrar and remain on file indefinitely.

(18) In coordination with the Director, CDET, the MCU Registrar will notify the President, MCU, via the Provost and VPDL, if a student who was previously dismissed from a non-resident program for substantiated violations of academic integrity or professional ethical standards is selected for enrollment in a resident program.

b. Enlisted PME Programs. Due to the compressed academic schedules of the enlisted schools, specific procedures have been established regarding SPEBs within the SNCO academies and should be noted in the following paragraphs.

(1) The SPEB will convene within two working days of the SNCO Academy director's decision that a board is required, or as soon as practicable. The Provost will be notified via the Dean of CEME when a SPEB is convened.

(2) The Deputy Director of the SNCO Academy will serve as the board president on any SNCO Academy SPEB. All five board members may be selected from the academy. Academies responsible for teaching multiple schools will have at least two members selected from a school in which the student is not enrolled. One member will be designated as recorder.

(3) SPEBs for academic performance will not be conducted within the last 10 academic days of a school. However, students will be counseled for any failed academic events and allowed to complete the school unless their maximum attainable grade point average falls below 80 percent. Students whose maximum attainable grade point averages fall below 80 percent will be academically disenrolled. SPEBs for any other reasons identified in Paragraph 2.b. shall be convened regardless of the number of remaining days in the academic schedule.

(4) The Academy director will notify the student, in writing, that a SPEB will convene, and direct him or her to appear before the board. The Academy director will simultaneously notify the CEME director and dean of academics that a SPEB will convene.

(5) The board will stress that the outcome of the board is a recommendation, as the Academy director is the approving official for any action.

(6) The board will submit a written report of its deliberations to the Academy director for approval and disposition. All proceedings will be strictly confidential, except that students' commanders will be notified of adverse SPEB action and may request a copy of the proceeding. All requests for Enlisted College SPEBs will be sent directly to the director of CEME, who will determine whether or not to forward the proceeding to the commander. However, as with officer SPEB records, this confidentiality does not create a legal privilege to be exercised by the student.

(7) SNCO Academy directors will notify the student verbally, and in writing, of his/her decision within 24 hours (one duty day) of the board's adjournment. A sample letter is provided in the links at the end of this document.

(8) After receiving the Academy director's decision, a student may appeal to the CEME director within 24 hours (one duty day). In cases in which students do not appeal an Academy director's decision to drop them from a school, or students appeal the Academy director's decision but the CEME director elects to drop them from the school, the director will notify the MCU President, through the Provost, within 24 hours of the final decision. The decision of the CEME director will be final for all appeals regarding SNCO academy students.

(9) Non-Resident Enlisted College Distance Education SPEBs are handled in the same way as OPME non-resident SPEBs.

Related Policies and Forms:

Academic Integrity

SPEB Appointment letter

SPEB Notification letter

SPEB Preamble

Sample Letter of SPEB Finding

SPEB Decision letter

SPEB Probation Failure Template

Promulgated: 1 Jul 2016

Enclosure (33)

Reviewed: 2 Dec 2022

Revised: 1 Sep 2020

Student Rights and Responsibilities

Functional Lead: Provost

Division: ASD

Responsible Office: Academic Policy

Reference: (a) Principle 12.3 SACSCOC Student Rights

(b) Resource Manual for the Principles of Accreditation

(c) SECNAVINST 5211.5F DON Privacy Program

(d) MCO 1700.23G Request Mast Procedures

(e) MCO 5354.1E Marine Corps Prohibited Activities and Conduct Prevention and Response Policy

1. Purpose. The purpose of this section is to delineate the rights and responsibilities of students at Marine Corps University (MCU).

2. Background. Students attending MCU programs have certain rights afforded to them and responsibilities expected of them by virtue of their status as students. These rights and responsibilities are intended to contribute to their overall success and satisfaction in their academic and professional pursuits.

3. Policy

a. Student Rights. Students at Marine Corps University have the same rights afforded by the Constitution of the United States of America. These rights include freedom of expression, press, religion, and assembly. They also include the right to privacy, fair treatment and dignity. Student rights include the following:

(1) Right to be free from discrimination on the basis of race, gender, color, religion, age, sexual orientation, gender identification, and national origin.

(2) Right to open and free expression of thoughts and concepts in an environment of academic freedom.

(3) Right to ownership of appropriate intellectual property.

(4) Right to due process and/or request mast.

(5) Right to be free from sexual harassment.

(6) Right to be free from physical violence and/or intimidation.

(7) Right to submit a written complaint on University policies, procedures, or actions through the MCU Chain of Command.

(8) Right to security of academic records and personally identifiable information.

(9) Right to appropriate due process in student performance evaluations and academic dispute resolution (should not be equated with procedures used in civil or criminal court).

b. Student Responsibilities. Students are ultimately responsible for their success by fulfilling program requirements with due diligence and dedication to excellence. After being administratively joined to MCU, students may not voluntarily disenroll themselves from a resident educational program. Student responsibilities include:

(1) Responsibility to abide by the academic policies and procedures of the University and of the educational program to which enrolled.

(2) Responsibility to respect the opinions of other students.

(3) Responsibility to prepare adequately for each class.

(4) Responsibility to perform student leadership duties as assigned by faculty and administrators.

(5) Responsibility to uphold academic integrity.

(6) Responsibility to report acts or threats of physical violence or intimidation to appropriate authority.

(7) Responsibility for U.S. military members to abide by the standards of the Uniform Code of Military Justice, and for all students to abide by appropriate department or agency rules, regulations, and standards of conduct.

(8) Responsibility to provide feedback about program quality and effectiveness.

(9) Responsibility to actively and thoughtfully engage in the class sessions, to be willing to bring ideas to discussions, and to be willing to learn from others.

4. Procedures. The nature, scope and procedures for exercising these rights and responsibilities are addressed in the relevant sections of the references, the MCU regulations (see related policies below), and the annual catalog.

Related Policies:

Academic Freedom and Non-attribution Policy

Academy Integrity

Copyright Ownership Policy

MCU President's Combined Policy Statement

Student Assessment and Feedback

Student Complaint Policy

Student Performance Evaluation Board

Student Roles in Institutional Decision Making

Promulgated: 21 Sep 2020

Reviewed: 2 Dec 2022

Revised: _____

Academic Research Assistant, Volunteer, and Internship Program

Functional Lead: Provost
Division: Academic Affairs
Responsible Office: FDOC

1. Purpose. To establish policy and institute procedures to support Marine Corps University's (MCU) Academic Research Assistant, Volunteer, and Intern Program.

2. Background

a. The Academic Research Assistant, Internship, and Volunteer Programs are designed to provide support to Marine Corps University faculty and staff. In general, faculty and staff, working with their educational program deans/directors, will be responsible for screening, selecting, evaluating, and coordinating all details regarding research assistants and interns. Volunteers may work with faculty at the discretion of the faculty member and dean/director. Applicants must be U.S. citizens, 18 years of age on or before the first day of reporting for duty.

b. The National Museum of the Marine Corps has a separate policy for interns and volunteers who support the museum's mission. Questions about volunteers in support of the National Museum of the Marine Corps will be addressed in that policy.

c. Definitions

(1) "Research Assistant" is defined as a paid or unpaid position dedicated to providing research or administrative support to faculty and/or staff. Research Assistants may conduct research to support scholarly products, to include presentation of papers at educational conferences and symposia. Research Assistants may also provide administrative support to the supervising faculty or staff member.

(2) "Intern" is defined as a paid or unpaid position dedicated to providing research or administrative support to faculty and/or staff, which offers the occupant of the position the opportunity to achieve academic credit for the learning achieved in the exercise of his/her duties. The position is monitored closely by credentialed faculty or staff to ensure learning outcomes associated with the position are achieved. An intern may have the opportunity to work toward individual projects relating to his or her respective field(s) of study. An intern will be encouraged to coordinate with his or her school and/or college to obtain academic credit for his or her experience at Marine Corps University. Marine Corps University will attempt to comply with academic supervision and/or evaluation requirements required by the school(s).

(3) "Unpaid Volunteer" is defined as an unpaid position supporting faculty or staff, which may or may not include opportunities to achieve academic credit for performance of duties associated with the position. It may provide the occupant of the position with opportunities to expand his or her skill set.

3. Policy

a. Limitations. Research assistants, interns, and/or unpaid volunteers will not perform personal services or be given responsibility for tasks that are within the scope of duties identified in any Marine Corps University federal position description. Anyone who is engaged in any of these positions will not be used to displace any Federal employee's position. Further, any instances of impropriety or unethical behavior will be dealt with appropriately.

b. Terms of Service

(1) Research Assistants. MCU Research Assistants (RAs) provide support on a variety of tasks and projects, pending available funding. Applications are accepted on an ongoing basis to fill program needs. The majority of RAs are hired to work one on one with faculty and/or staff. Interviews begin for RA positions one to two months before the anticipated start date. MCU Research Assistant positions are paid or unpaid positions depending on available funds. The assigned duty location for research assistants will be negotiated on an individual basis. RAs may work off-site under a negotiated agreement. It may be feasible for the majority of the research to be conducted on-line and/or at libraries or archives established to support educational research. However, if off-site research is the preferred arrangement, a research assistant will be expected to maintain close contact either via telephone or via e-mail with his or her assigned mentor/professor as well as periodically traveling to the Marine Corps University campus to meet with his or her mentor/professor to discuss assigned research projects.

(2) Interns. An MCU intern is placed, according to his or her interests, to work with faculty and/or staff members across the University's colleges, centers, and internal directorates. Interns may work paid or unpaid, depending on availability of funds. Some intern positions may be eligible for telework. Interns should consult with individual components for specific duties.

(3) Volunteers. An MCU Volunteer agrees that his or her services are provided as a volunteer and that he or she is not an employee of the United States Government or an instrument thereof with specific exceptions stated in DD Form 2793. MCU Volunteers are required to complete DD Form 2793.5 to be filed in the Civilian Manpower Office.

4. Procedures

a. Candidate Administrative Details. Candidates may request an application package by contacting the Marine Corps University Outreach Coordinator.

b. Marine Corps University Processes and Responsibilities

(1) Marine Corps University Academic Affairs

(a) MCU Outreach Coordinator will contact local colleges and universities for solicitations. Otherwise, schools and centers may solicit Research Assistant, Intern, or Volunteer positions independently, providing paperwork and all other information to the Outreach Coordinator for recordkeeping purposes. All Research Assistants, Interns, and Volunteers must

complete an application packet prior to the start of their services.

(b) Maintain a database of individuals who are 1) serving as current RA, Interns, or Volunteers; 2) previously served as Research Assistants, Interns, or Volunteers. 3) Provide application packets.

(c) Provide contact information of prospective Research Assistants, Interns, or Volunteers to Marine Corps University academic deans and/or academic center directors.

(2) Receiving Supervisor. The Sponsor responsible for Research Assistants/Interns/Volunteers should do the following:

(a) Make the requests for Research Assistants, Interns, or Volunteers and approve all requests for paid/unpaid support for their respective education program or educational support unit.

(b) Review and validate the Research Assistant or Intern solicitation Application Packages. Also, the Sponsor will ensure the proposed Research Assistant projects meet the criteria of scholarly research and have measurable deliverables.

(c) Submit required paperwork to Human Resources and Organizational Management, Quantico (HROM-Q) via the Academic Affairs Outreach Office to include signed and completed Application (see below), Resume, Transcripts, Letters of Recommendation, DD Form 2793, Proposal Papers, and other required material as applicable. Provide duplicate copies to the Faculty Development and Outreach Coordinator for the files. In addition, the supervising faculty will complete an assessment of the internship at completion.

(d) Ensure faculty/staff Sponsor discusses duties in detail and signs the Research Assistant/ Intern Application packet (see below) prior to the research assistant or intern's start of his/her tenure with Marine Corps University.

(e) Comply with all assessment and assignment criteria specified by the Research Assistant/Intern's college and school, if applicable.

(f) Maintain comprehensive records documenting the individual's performance and accomplishments and provide copies to the Academic Affairs Outreach Office at the conclusion of the Research Assistant/Intern's term of service.

Related Forms and Policies:

NMMC Internship Application and Flyer

Intern Application

Research Assistant Application

Intern Memorandum of Understanding

Research Assistant Memorandum of Understanding

Volunteer Service Agreement

Promulgated: 1 Jul 2016

Reviewed: 2 Dec 2022

Revised: 21 Sep 2020

Honorary Degrees

Functional Lead: Provost
Division: Academic Affairs
Responsible Office: FDOC

1. Purpose. The policy defines the processes for the granting of honorary degrees to noteworthy recipients.

2. Background. Honorary degrees, or honoris causa (Latin: “For the sake of honor”) are commonly awarded by educational institutions to bestow honor on recipients who do not otherwise meet the normal academic requirements for the degree.

3. Policy

a. Marine Corps University (MCU) has established the honorary degree of Doctor of Warfare Studies (D.WfS.).

b. Prerequisites. There is no universally defined standard of awarding honorary degrees; however, institutions typically award them based on some combination of three reasons: to recognize extraordinary achievement in a field of endeavor, to honor service to the institution and/or society at large, and to promote emulation of the honoree by the student body. Nominations for an honorary degree should clearly articulate how the proposed recipient merits such recognition.

c. Recipients may list the title of Doctor of Warfare Studies (honoris causa), and associated affiliation with MCU, on any publication or professional document.

4. Procedures

a. Nomination Process

(1) Nominations from Marine Corps University faculty, staff, or students will be addressed to the President, Marine Corps University, in standard naval letter format, via the school/section director and the Provost, and forwarded electronically to Academic Affairs.

(2) Nominations must describe in detail the achievements, service, and character traits of the nominee, and how they relate to the University mission and/or professional leadership development, which warrant consideration for the degree. Directors will endorse recommendations with substantive comments.

(3) Nominations must be received by Academic Affairs by 1 February to be considered for presentation at the subsequent MCU graduation exercise. Nominations received after 1 February will be tabled for consideration during the following academic year.

(4) The Provost will submit the nomination to the Deans of the educational programs and

to the Board of Visitors (BOV) for review, comment, and recommendation.

(5) The Provost will consolidate recommendations from the Deans and the BOV, and forward them to the President, MCU.

(6) The President, MCU, will consider the nomination and recommendations of the Deans and BOV, and then render a decision.

b. Recognition. Individuals nominated will NOT be informed of the nomination under any circumstances prior to the determination of the President, MCU to approve the awarding of an honorary degree. Upon approval, Academic Affairs will obtain an academic hood for presentation, and the MCU Registrar will prepare an honorary degree diploma.

c. Hood. The honorary degree hood will be tri-colored; the velvet edge hood color will be white to represent the art of warfare (and to distinguish it from a Ph.D.) and the satin field and chevron (the hood lining colors) will be scarlet and gold to represent the Marine Corps and military science.

d. Diploma. The honorary degree diploma will reflect that the honor is bestowed “in recognition of distinguished (describe type, e.g., military or academic) service to the Marine Corps and the United States of America” and contain the phrase “honoris causa.” It will be signed by the President, MCU and the Provost.

e. The honorary degree will be bestowed on the recipient at the next MCU graduation ceremony following approval, unless the honoree is unavailable. In such a case, Academic Affairs will coordinate an appropriate alternative ceremony, which may include a subsequent graduation ceremony.

Related Forms and Policies:

Emeritus Status

Promulgated: 1 Jul 2016

Reviewed: 2 Dec 2022

Revised: 21 Sep 2020

Senior Service Representatives at Sister Service/Joint Institutions

Functional Lead: Chief of Staff

Division: Academic Affairs

Responsible Office: Director, Fellows

Reference: (a) MCU Business Regulations

(b) Memorandum of Agreement: Assignment of Military Faculty at the Senior Service Level Colleges and National Defense University of 10 Jun 16

1. Purpose. The purpose of this section is to describe the academic functions related to Marine Corps Professional Military Education (PME) and Joint PME (JPME) requirements of Marine Senior Service Representatives (SSR) at non-Marine PME and JPME institutions. Academic functions include faculty qualifications, but do not include routine military administrative matters or Marine Corps University (MCU) business functions addressed in reference (a).

2. Background. SSRs represent the Commandant of the Marine Corps and report on Marine Corps matters through the President, MCU and are typically, but not necessarily exclusively, assigned pursuant to an umbrella Memorandum of Agreement coordinated by the Director, Joint Force Development (reference (b)).

3. Policy. SSRs will:

a. Ensure that respective institutional curriculum treatment of Marine Corps policy, doctrine, concepts, initiatives, and priorities is current and accurate, and notify the Provost of any aspect of local education and training programs that may adversely affect Marine Corps PME requirements.

b. Evaluate the qualifications and credentials of assigned Marine faculty and report any issues or concerns regarding them to the Provost.

c. Assist the MCU Registrar with identifying institutional demand for Marine students in order to develop the annual PME Quota Plan. Prioritization of PME programs is under the purview of the President, MCU as the PME advocate; selection and assignment of students is under the purview of the Deputy Commandant, Manpower and Reserve Affairs. SSRs are not authorized to allocate quotas or waive prerequisites to any educational program.

d. Ensure that Marines assigned as students are oriented on relevant Marine Corps matters and understand their respective roles as students and as representatives of their service.

e. Ensure students are registered in the Marine Corps Training Information and Management System.

f. Report any instances of substandard academic performance (probation, suspicion of plagiarism, etc) to the Provost.

g. Ensure that student records (diplomas, awards, transcripts, etc) are forwarded for inclusion in official military personnel files.

4. Procedures

a. PME Quota Plan. The MCU Registrar develops the annual PME Quota Plan in late spring/summer to inform MMOA-3 fall selection boards of PME program priorities and seat allocations. As needed, the Registrar may request SSR assistance each spring in identifying the local institution's desired Marine Corps student demographic makeup.

b. Student orientation. The MCU Director, Fellows Program coordinates an annual "regreening" conference targeted at top level school students at which senior Marine Corps leadership briefs current issues and priorities. Where possible, SSRs and students attending programs in proximity of MCU should attend in person. Others will attend virtually; for those unable to attend virtually, SSRs will be provided a recorded or electronic copy of briefing materials for use in conducting student orientation.

c. SSR conference. MCU typically conducts a conference each fall after the start of the Academic Year in order to review PME issues and concerns related to SSR roles and responsibilities. The MCU Director, Fellows Program will coordinate dates and agenda.

Related Policies and Forms:

None

Promulgated: 21 Sep 2020

Reviewed: 2 Dec 2022

Revised: _____

Speakers Bureau

Functional Lead: Provost

Division: Academic Affairs

Responsible Office: Faculty Development and Outreach Coordinator

1. Purpose. The purpose of the Marine Corps University (MCU) Speakers Bureau is to allow the Marine Corps University to share the expertise of its diverse faculty through community engagement by offering our faculty members the opportunity to provide their views over a broad range of informative topics during community events. In the interest of improving faculty outreach and brand messaging, faculty members are provided the opportunity to participate in speaking engagements outside of the University.

2. Background. The Speakers Bureau is a group of faculty members, with relevant expertise, who volunteer as potential speakers to educate and inform the public and sponsoring organizations about the Marine Corps, Marine Corps University and its PME continuum and educational programs, specific aspects of the PME curricula, and other military-related academic subjects (e.g., military history and leadership). The Mission of the Marine Corps University Speakers Bureau is to offer speakers who are particularly educated and knowledgeable about certain subject matters or with experiences related to MCU's mission and to educate and inform the public and sponsoring organizations about the Marine Corps, Marine Corps University, and its Professional Military Education (PME) continuum and educational programs. Specific topics include but are not limited to PME curricula and other military-related academic subjects (i.e., military history and leadership), issues in education, and critical thinking.

3. Policy

a. Fundraising, Promotional Activities and Endorsements. MCU Speakers may not participate in any activity that is associated with fundraising, promotional activities/endorsements, partisan political activities, either directly or indirectly in a manner that would create an appearance of USMC endorsement, affiliation, sponsorship or support of a particular entity, cause, or political belief.

(1) Event Organizer Documents. Any documents that the event organizer wants a Speaker or the MCU Speakers Bureau to sign must be submitted to the MCU Speakers Bureau in advance.

(2) Discrimination. MCU Speakers may not participate in any activity in which any group has been unlawfully segregated or unequally treated on the basis of race, sex, color, national origin, disability, religion, age, or sexual orientation.

(3) Honoraria or Fees. MCU Speakers are not allowed to accept honoraria, stipends or fees for speaking.

(4) Travel Expenses. Due to budgetary limitations, MCU may not be able to fund the travel for events requiring the speaker to travel 50 miles or more. MCU does have the authority,

however, to accept payment from other organizations for travel expenses to meetings for speaking engagements under 31 USC 1353.

b. Accreditation Requirements. MCU's outreach programs will be consistent with our mission.

4. Procedures. The Faculty Development Coordinator is responsible for the overall development and management of the Speakers Bureau and will coordinate participation in the Speaker's Bureau.

Related Policies and Forms:

Speaker Request Form

Promulgated: 21 Sep 2020

Reviewed: 2 Dec 2022

Revised: _____

Marine Corps University Accreditation Working Group Charter

1. Purpose. This document outlines the purpose, function, membership, and role of Marine Corps University's (MCU) Accreditation Working Group (AWG), established by the President, MCU during the June 2019 President's Planning Council (PPC).

2. Background. MCU is authorized by the Congress of the United States and regionally accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to grant master's degrees.

a. MCU received initial regional accreditation in 1999, and was re-affirmed in 2005 and 2015. Re-affirmation required MCU to demonstrate that it complied with SACSCOC's Principles of Accreditation and had developed an acceptable Quality Enhancement Plan (QEP) to improve student learning. MCU must next submit to SACSCOC a five part "Fifth-Year Interim Report" in March 2021 demonstrating compliance with select Principles of Accreditation and the impact of the QEP.

b. Since re-affirmation in 2015, SACSCOC has adopted revised Principles of Accreditation, MCU has re-organized its headquarters staff, and there has been significant turnover in key personnel. Further, in response to challenges in implementing it as initially planned, MCU has adjusted the focus and oversight of its QEP. These factors, along with lessons learned from previous re-affirmation efforts, have led to the conclusion that a continuing oversight effort is needed to ensure ongoing compliance with regional accreditation requirements. Accordingly, at the June 2019 PPC, the President, MCU approved the establishment of the AWG to manage regional accreditation issues across MCU.

3. Purpose and Function. Under the oversight of the Provost, the AWG will serve as a permanent entity coordinating MCU's regional accreditation efforts in order to institutionalize those requirements and higher educational best practices throughout MCU's policies, processes, practices, and procedures. The AWG's scope includes the review and evaluation of all MCU activities related to all applicable SACSCOC policies and the Principles of Accreditation to ensure that MCU remains compliant with them on an ongoing basis. Specific lines of effort include:

a. Immediate. Oversight of current ongoing QEP implementation and the development of MCU's Fifth Year Interim Report due March 2021 per the President, MCU / Commanding General, Education Command Letter of Instruction of 25 July 2019.

b. Intermediate. Beginning on order and in no event later than August 2023, oversight and management of the development of MCU's QEP in anticipation of re-affirmation in 2025.

c. Long-term. Developing a continuing program of review to ensure that MCU's compliance with each Principle of Accreditation and applicable SACSCOC policy is assessed on at least a biennial basis.

4. Membership. AWG membership will consist of the following:

a. Core members: the Director, Academic Support Division (ASD)/Deputy VPAA, as MCU's Institutional Accreditation Liaison as Chair; the Director, Institutional Research,

Marine Corps University Accreditation Working Group Charter

Assessments, and Plans; the Deputy Director, Brute Krulak Center for Innovation and Creativity; the MCU Business Manager, and the Faculty Development and Outreach Coordinator. These members have significant duties related to the development and implementation of MCU academic and business policies and practices, and assessment thereof, in regards to the requirements of regional accreditation in general and MCU's current QEP in particular.

b. Extended members: Deans and Chief Academic Officers of Marine Corps War College, School of Advanced Warfighting, Command and Staff College, College of Distance Education and Training, Expeditionary Warfare School, and College of Enlisted Military Education, and Deputy Directors of the Center for Advanced Operational Culture Learning, Lejeune Leadership Institute, History Division/Gray Research Center, and National Museum of the Marine Corps.

c. Adjunct members will be assigned as needed for discrete events, projects, and the like, such as VP or Director designated leads for producing compliance narratives, drafting reports, providing documentary evidence, or developing proposals for a QEP.

d. The Director, ASD will assign an 8802 Education Officer to serve as the AWG Secretary.

e. Other personnel may be required to attend meetings on an as needed basis.

5. Meeting Schedule. The AWG will meet on a regular basis to review policies, processes, practices, and procedures and recommend changes thereto, review progress in developing compliance narratives or preserving documentation, and provide advice or detailed instructions for resolving issues, or identifying issues requiring referral to the Vice President for Academic Affairs for resolution.

a. Core members will meet on a monthly basis. Full AWG meetings will occur at least quarterly, and prior to any scheduled briefs to the President, MCU or the MCU Board of Visitors (BOV). Such pre-brief meetings may also satisfy the quarterly meeting requirement.

b. The AWG can be called into session on an as-needed basis by the Chair, or as requested by the Provost or the President, MCU.

c. Due to the broad scope of the participating organization functions, attendance requirements may vary with the meeting agenda; some meetings may be discretionary for certain representatives. Meetings will generally be open to the MCU community.

6. Committees. From time to time, the AWG may form subcommittees, cells, and/or teams to address specific needs or concerns. These committees will report findings or recommendations in writing for discussion at the larger AWG meeting. Such reports will be appended to the AWG notes and retained as part of the permanent record.

**Marine Corps University
Accreditation Working Group Charter**

7. Briefings. The Chair will present AWG concerns and recommendations to governing bodies, such as the BOV, PPC, Executive Steering Council, or Faculty Council, and to individual leaders, such as President, MCU, the Vice Presidents, Directors or Deans, as appropriate.

8. Review. The ESC will review this Charter annually and make recommendations for changes as needed to meet the AWG's purpose.

Intern Application

GENERAL INFORMATION

A completed Application Packet includes:

- ☐ Intern Proposal Paper to include areas of interest: Should be between 150 - 400 words in length
- ☐ Current Resume: Your resume should not exceed one page. Please be sure to include your email and phone number.
- ☐ Two Letters of Recommendation
- ☐ Completed Application
- ☐ DD Form 2793 (HR)

Intern Application Packets will be reviewed by an MCU panel within four weeks of submission. Selected applicants will be notified via email or phone number provided on the resume.

Qualifications

- MCU interns are typically enrolled in a degree-seeking program at time of application (graduating students may apply).
- Interns at MCU often are majoring or minoring in international relations, political science, economics, or other fields related to MCU's national security mission, and have completed some coursework in these areas.
- Some interns may be majoring in finance, communications, marketing, media, business management, public affairs, library science, engineering, and exercise science or other relevant fields.
- Please consult individual components for specific qualifications.

All successful candidates must demonstrate their ability to perform the following tasks:

- Prioritize, organize, and complete tasks with minimal supervision;
- Use library resources to gather relevant data to support faculty research;
- Work as a team player;
- Communicate at a sophisticated level via written and spoken word;
- Work amiably with people of diverse cultures and backgrounds;
- Use social media tools for information dissemination and community engagement activities;
- Foreign language skills are highly desired, but not required.
- Some internships may be performed remotely.

Upon Successful Completion of Internship, the Student Intern's sponsoring school/agency will provide a rubric directly to the intern's MCU Supervisor in order to provide documented feedback toward intern assessment. All interns are encouraged to stay in contact with their MCU Supervisor for networking purposes and as a professional courtesy.

TO BE COMPLETED BY INTERN APPLICANT

Name _____

University/College/School _____

University/CollegeAddress _____

Major _____

Minor (if applicable) _____

GPA _____

Phone _____ Email _____

Home Address _____

Area(s) of Interest _____

TO BE COMPLETED BY INTERN APPLICANT'S ACADEMIC INSTITUTION

Faculty Sponsor _____ Phone _____

Total No. of credits toward Major _____

TO BE COMPLETED BY MARINE CORPS UNIVERSITY OFFICIALS

MCU Hosting College/School, etc.

MCU Faculty/Staff Supervisor

MCU Faculty/Staff Phone (office) _____ (cell) _____

Email _____

Internship Title _____

Dates of Internship: _____ to _____

Minimum hours per week _____

Days per Week (S__ M__ T__ W__ TH__ F__ SA__) – Check mark for all that apply.

Internship Description of Duties (Please be specific and thorough)

SIGNATURES

The signatures of the applicant and MCU Supervisor indicate approval of the Internship. Related paperwork must be completed within ten days of the beginning of the Internship. Internships at Marine Corps University are pending final approval by Faculty Host as well as Marine Corps approving authorities.

The Internship applicant acknowledges that he or she has read and understands the Marine Corps University Internship Regulations and Policies on this application and will be responsible to adhere to all said Regulations and Policies. Marine Corps University reserves the right to remove an Intern at its sole discretion. The Internship Applicant assumes responsibility for job commitment and agrees to perform in a professional manner. The Internship Applicant agrees to assume responsibility for any loss, damage, or injury that may result from participation in the Internship, and the Internship Applicant will not hold Marine Corps University or its employees responsible for damages that may occur during the course of the internship at Marine Corps University. Internship Applicants are encouraged to obtain insurance coverage for personal liability.

Internship Applicant Signature:

_____ **Date** _____

MCU Supervisor Signature:

_____ **Date** _____

In case of emergency, contact: (Please print clearly)

(Name) _____

(Relationship) _____ **Phone** _____

Email _____

INTERN MEMORANDUM OF UNDERSTANDING

1. **Duties.** MCU interns are placed, according to their interests, to work with faculty and staff members across the University's colleges, centers, and internal directorates. Generally, interns are expected to work unpaid. Please consult individual components for specific duties, which may include the following:
 - a. Research support as requested by faculty members to assist with publications, course materials, research, and outreach;
 - b. Research, writing, and editorial support for online, print, and social media publications and channels;
 - c. Assisting staff and faculty in support of specific University or college programs;
 - d. Administrative duties as assigned, including University-wide event support.
2. **Opportunities.** An internship at MCU offers numerous opportunities, including the following:
 - a. Participation in conferences, workshops, and other programs at the Marine Corps University featuring senior researchers and military officers;
 - b. Access to the Library of the Marine Corps and research resources;
 - c. On-the-job experience and professional development opportunities;
 - d. Experience assisting in conducting research and individual projects.
3. **Acknowledgements and Agreements**
 - a. The Intern acknowledges reading and understanding the Marine Corps University Internship Regulations and Policies and will be responsible to adhere to all said Regulations and Policies.
 - b. Marine Corps University reserves the right to remove an intern at its sole discretion.
 - c. The Intern Applicant assumes responsibility for the internship commitment and agrees to perform in a professional manner.
 - d. The Intern Applicant agrees to assume responsibility for any loss, damage, or injury that may result from participation in the internship, and the Intern Applicant will not hold Marine Corps University or its employees responsible for damages that may occur during the course of the internship at Marine Corps University.
 - e. Interns are encouraged to obtain insurance coverage for personal liability.
 - f. The signatures of the Intern and Faculty/Staff Sponsor indicate approval of the Internship with Marine Corps University as a valid learning experience.
 - g. Related paperwork must be completed within ten days of the beginning of the Internship.
 - h. Internships at Marine Corps University are pending final approval by Faculty/Staff Sponsor as well as Marine Corps approving authorities.
 - i. Applicants must be U.S. citizens, 18 years of age on or before the first day of the internship, and meet at least one of the following criteria:
 - (1) MCU interns are typically enrolled in a degree-seeking program at time of application (graduating students may apply).
 - (2) Interns at MCU often are majoring or minoring in international relations, political science, economics, or other fields related to MCU's national security mission, and have completed some coursework in these areas.
 - (3) Some interns may be majoring in finance, communications, marketing, media, business management, public affairs, library science, engineering, and exercise science or other relevant fields.
 - (4) Please consult individual components for specific qualifications.

- j. Interns receiving college credit will provide a grading assessment tool specifying learning outcomes (rubrics, etc.). The grading assessment tool is to be provided by the sponsoring university and is a required component of the application packet before final acceptance.
- k. MCU interns may be paid or unpaid, depending upon funding availability.

Student Intern

Signature _____ **Date** _____

Faculty/Staff Supervisor

Signature _____ **Date** _____

In case of emergency, contact: (Please print clearly)

Name _____

Relationship _____ **Phone** _____

Email _____

Acknowledgement of MCU's Policy on Academic Integrity

I have read and fully understand Marine Corps University's Policy on Academic Integrity.

STUDENT NAME: _____

STUDENT SIGNATURE: _____

DATE: _____

I have reviewed Marine Corps University's Policy on Academic Integrity with the above student.

FACULTY NAME: _____

FACULTY SIGNATURE: _____

DATE: _____

FACULTY POSITION: _____

Sample Application Letter Request for Professional Development Off-Site (PDO)

(Date)

From: *(Professor's name and title)*

To: President, Marine Corps University

Via: (1) Director, *(Name of College or School)*

(2) Provost

(3) Vice President for Business Affairs

Subj: REQUEST FOR PROFESSIONAL DEVELOPMENT OFF-SITE

1. In accordance with the references, I am requesting a Professional Development Off-site.

2. Duration and inclusive dates of requested Off-site:

3. Research project focus:

4. Research location *(specify if research entails overseas travel)*:

5. Funding Requested *(Government and/or MCUF)*:

6. Impact on professional or educational skills:

7. Approved Deliverables:

a. Book Manuscript – *(describe)*

b. Scholarly article – *(describe)*

c. Other Deliverable – *(describe)*

(Signature)

Sample Letter of Agreement for PDO Obligated Service

(Date)

From: *(Professor's name and title)*

To: President, Marine Corps University

Via: (1) Director, *(Name of College or School)*

(2) Provost

(3) Vice President for Student Affairs and Business Operations

Subj: PROFESSIONAL DEVELOPMENT OFF-SITE (PDO) AGREEMENT FOR OBLIGATED SERVICE

1. I have requested the opportunity to participate in the Professional Development Off-site Program, a government-sponsored training program that involves self-directed research and study as set forth in my application letter.

2. In accordance with the PDO policy, I AGREE to provide the deliverable approved in my Application for Professional Development Off-site to the Provost within 3 months of return to work. Further, I AGREE that upon completion of my Professional Development Off-site Period, I will continue to serve as a member of the Marine Corps University faculty for a period equivalent to three times the length of the PDOP period or *(number)* months from the date of my return from the PDO period. My PDO period will begin on *(date)* and end on *(date)*.

3. The Marine Corps University and/or the Marine Corps University Foundation (MCUF) have/has agreed to fund, or I have requested funding from them, for the following items *(give estimates if exact figures are not available)* in support of my PDO:

a. Salary (100% of annual for 6-mo PDO; 50% of annual for 12-mo PDO): *(\$)*

b. Travel/Transportation: *(\$)*

c. Hotel/Billeting: *(\$)*

d. Tuition/Conference Fees: *(\$)*

e. Incidental Expenses: *(\$)*

f. Other/Special Expenses (list): *(\$)*

4. I understand that as a U.S. Government employee I may be subject to limitations on accepting funds from non-government grants, fellowships, and other sources of research support and that I must have such opportunities reviewed prior to applying. I also understand that travel or other expenses funded by other U.S. Government agencies during my PDO must be approved in advance by an MCU Authorizing Official.

5. If I voluntarily leave the Marine Corps University to enter the service of another federal agency or other organization in any branch of the Government before completing the period of service agreed to in paragraph 2 above, I will give my servicing Human Resources Management

Subj: PROFESSIONAL DEVELOPMENT OFF-SITE (PDO) AGREEMENT FOR OBLIGATED SERVICE

Office advance notice during which time a determination will be made regarding reimbursement versus transfer of the remaining service obligation to the gaining agency.

6. If I voluntarily leave the Marine Corps University and the Federal Service before completing the period of service agreed to in paragraph 2 above, I understand that I shall be liable to the United States for repayment of all expenses of the PDO including salary, tuition, related fees, travel, and other special expenses the Marine Corps University has funded as part of my PDO. I understand that this amount shall be treated as a debt due the United States.

7. The amount of any reimbursement due the Marine Corps University under paragraphs 5 or 6 above will be reduced on a pro-rata basis to reflect the percentage of completion of the obligated service.

8. I understand that any amounts which may be due the Marine Corps University as a result of any failure on my part to meet the terms of this Agreement may be withheld from any monies owed me by the Government, or may be recovered by any other methods approved by law.

9. I acknowledge that this Agreement does not in any way commit the Government to continue my employment.

10. I understand that I will be required to develop and deliver a University-level Faculty Development presentation about my PDO, in addition to any written articles or publications.

(Signature)
(Initials and Last Name)

(Notary Public) (Date)
(My Commission Expires effective date)

Guest Speaker Release Form

Note: Recorded remarks may be subject to public disclosure regardless of MCU policies. Speakers are not required to allow taping of lectures. A speaker has the option of taping formal remarks while excluding his or her responses to questions.

1. I, the undersigned, hereby grant Marine Corps University the right to (select one):

☐ Photograph, film, audio record, and/or video record my image, voice, and/or performance, to include materials and graphics that I have created, and to freely reproduce and distribute these photographs, films, audio recordings and/or video recordings in whole or in part.

☐ Permissions outlined above excluding my responses during Q&A.

☐ I DO NOT authorize MCU to record my presentation/remarks.

2. I understand that this grant is for educational purposes only and not for profit or commercial use.

3. I understand that this grant includes, but is not limited to, the right for Marine Corps University students to use and possess these materials on distance learning media.

4. I agree to hold MCU, its administration, employees, and agents harmless from any liability, loss, or damage caused by my appearance or statements or by materials furnished by me.

5. Personal information:

a. Contributor's Name:

b. Street Address:

c. City, State, Zip Code:

d. E-mail:

e. Type of Contribution/Date:

f. Title of Contribution:

6. Guest speaker's identified limitations:

Guest Speaker Signature _____

Director Signature _____

Emeritus Nomination Template

(Date)

From: Director, *(Name or College or School)*

To: Provost

Subj: NOMINATION FOR PROFESSOR EMERITUS

Encl: (1) Curriculum Vitae

1. The individual named below is nominated for the title of Professor [or Dean] Emeritus at Marine Corps University:

- a. Name of Nominee: *(Full Name)*
- b. Date Employed by MCU: *(Day, Month, Year)*
- c. Date of Retirement from MCU: *(Day, Month, Year)*
- d. Rank at Retirement: *(Professor, Dean, etc.)*
- e. Total Years of Service at MCU: *(If a waiver is requested, attach justification)*

2. Statement of Support:

(Why is this individual unique? Summarize how nominee meets the criteria as outlined in paragraph 3 of this regulation. Use additional page, if necessary.)

(Signature)

(Initials and Last Name)

STUDENT COMPLAINT/GRIEVANCE APPLICATION

MCU/EDCOM FORM 11296 (Rev. 1-20)

MCU/EDCOMO 1500

Authority: Marine Corps University/Education Command Order (MCU/EDCOMO 1500)

Principal Purpose: Formal submission of complaints/grievances for student personnel.

Routine Uses: To provide a record to facilitate personnel management actions and decisions; to serve as a data source for complaint/problem information and resolution efforts.

Disclosure: Disclosure is voluntary. Failure to complete the requested items could result in delayed command action and/or an inaccurate/incomplete analysis of the complaint/problem.

STUDENT COMPLAINT PROCEDURES

Specific references, guidance and procedures for filing a student complaint are described in detail in Enclosure (32) of MCU/EDCOMO 1500. All students wishing to file a complaint should review its provisions. Additionally, all students may raise complaints under MCU policy utilizing this form, which outlines a three-step process for registering a formal complaint. These three steps ensure that the appropriate personnel will address the individual student complaints in a timely manner, and at the lowest possible level. Nothing in this policy precludes or limits the right to request mast at any time.

NOTE: Students should attempt to resolve their complaint informally by meeting with the faculty advisor, instructor, or course director to attempt to resolve the issue at the lowest possible

1a. NAME:	1b. GRADE/RANK/TITLE:	1c. Date:
1d. SCHOOL/COLLEGE:		
1e. SCHOOL YEAR	1f. CONFERENCE GROUP:	

1i. I certify that I met with _____ on _____ to attempt to resolve my issue.

FACULTY ADVISOR'S SIGNATURE/DATE

STUDENT SIGNATURE/DATE

STEP 1: If the issue cannot be resolved informally, the student has the option to submit a written complaint to the deputy director of the school or college (or the Chief of Staff). This form shall be used for the submission of a written complaint. At this time, the director will inform the MCU chief of staff that a formal complaint has been registered (If the chief of staff receives the complaint directly, skip to step 3 below).

1a. NATURE OF COMPLAINT/PROBLEM: (Give in as much detail as possible the basis of your complaint/problem; describe the incident(s)/behavior(s) and date(s) of the occurrence(s); the names of the individuals involved, witnesses and to whom it may have been previously reported. Include any other information relevant to your complaint/problem. Attach additional sheets and/or supporting documents as needed).

1b. REQUESTED REMEDY/OUTCOME: (Clearly state what assistance or complaint resolution you are seeking)

1c. AFFIDAVIT

I, _____, have read this statement which begins in Block 1a on this page (page 1) and ends on page _____. I fully understand the statement made by me and certify that the statement is true. I have initialed all corrections. I make this formal statement without threat of punishment and without coercion, unlawful influence, or unlawful inducement.

STUDENT SIGNATURE /DATE

1d. DEPUTY DIRECTOR: (Provide a detailed explanation of actions taken or attempted to resolve the complaint/problem.)

NAME, SIGNATURE/DATE

STEP II. If the student is dissatisfied with the resolution of Step One, he or she may submit the written complaint to the school or college director within five working days of the conclusion of Step One. The director must meet with the student within three working days of receipt of the written complaint. If the issue involves the awarding of a grade, the decision of the director will be final.

2a. Student: (initial the appropriate choice, sign and date)

I am _____ satisfied with the resolution of the Deputy Director / _____ dissatisfied with the resolution and submit my complaint to the Director.

(STUDENT SIGNATURE /DATE)

2b. DIRECTOR: (Provide a detailed explanation of actions taken or attempted to resolve the complaint/problem.)

NAME, SIGNATURE/DATE

STEP III. If the student is dissatisfied with the resolution proposed by the Director, the formal complaint is forwarded to the Chief of Staff, Marine Corps University. This action may be taken if the student disagrees with the decision of the director or alleges serious abuse of discretionary authority. If at all possible, the chief of staff will address the complaint within ten working days.

3a. Student: (initial the appropriate choice, sign and date)

I _____ am satisfied with the resolution of the Director / _____ disagree with the decision and/or wish to submit my complaint to the Chief of Staff.

_____ I allege serious abuse of discretionary authority.

(STUDENT SIGNATURE /DATE)

3b. CHIEF OF STAFF, MCU ACTION:

SIGNATURE/DATE

3c. Student acknowledgment

I have been informed and acknowledge the Chief of Staff's action on my complaint. I understand that this acknowledgment does not necessarily constitute agreement with the action taken.

WITNESS' SIGNATURE/DATE

STUDENT SIGNATURE/DATE

***Sample Student Performance Evaluation Board (SPEB)
Appointment Letter***

(Date)

From: Director, (Name of College or School)

To: Distribution List

Subj: LETTER OF APPOINTMENT

1. A Student Performance Evaluation Board (SPEB) will convene at (provide time, date, and location of board).

2. Board membership and duties are as follows:

<u>(Name & Rank)</u>	Board President
<u>(Name & Rank)</u>	Member
<u>(Name & Rank)</u>	Member
<u>(Name & Rank)</u>	Member
<u>(Name & Rank)</u>	Member/Recorder

3. The purpose of the board is to (state reason for board convening).

4. The board will provide a written report of its findings and recommendations to me not later than one working day of its adjournment.

(Signature)
(Initials and Last Name)

Copy to:
Provost
Registrar

***Sample Student Performance Evaluation Board (SPEB) Notification
Letter***

(Date)

From: Director, (Name of College or School)

To: (Student's Name)

Subj: STUDENT PERFORMANCE EVALUATION BOARD (SPEB) - (DATE)

1. You are hereby directed to appear before a SPEB on (provide time, date, and location of the board).
2. The purpose of the SPEB is to investigate (provide reasons why the board is being convened).
3. Board members will be: (list board members and duty, if applicable; refer to appointment letter).
4. You will be allowed the opportunity to address the board, present written matters for consideration, or both. You may seek the advice of legal counsel, at your own expense, but as an administrative board, legal counsel may not represent you at the proceedings.
5. You should review the Marine Corps University academic policy related to Student Performance Evaluation Boards prior to the convening of the SPEB.

(Signature)

(Initials and Last Name)

Copy to:
Provost
Registrar
(as appropriate)

Student Performance Evaluation Board (SPEB) Preamble

(Student Name and Rank), you have been referred to a Student Performance Evaluation Board. I am *(Board President's Name and Rank)*, the Board President. Other members of the board are *(refer to SPEB appointment letter)*.

The Student Performance Evaluation Board is an administrative proceeding. As such, it serves both an institutional and an individual purpose. At the institutional level, it provides a review process for substandard performance and recommends appropriate action. At the individual level, it may assist you by encouraging improved performance through schoolhouse monitoring of your progress.

The board has a wide range of options it may recommend to the director. These may include but are not limited to the following:

1. Continue in the course without prejudice
2. Resubmit an academic requirement
3. Academic probation
4. Formal counseling
5. Non-punitive letter of caution
6. Certificate of attendance, in lieu of diploma
7. Dismissal from the University
8. Further action as deemed necessary by the director
9. Commander notification of adverse SPEB action (non-resident only)

The board does not make a final decision; it only makes a recommendation to the director. The director will carefully review the results of the board deliberations before reaching his decision.

The board will review the circumstances that required the convening of this board, ask questions of personnel who may be knowledgeable with the circumstances, and allow you the opportunity to make a statement and answer questions. You may also decline to make a statement or submit matters. Any statement you make will be made a part of the record and may be used to determine appropriate disposition of your case, including disciplinary action. Do you understand these procedures?

Sample Report of Student Performance Evaluation Board (SPEB)

(Date)

From: President, Student Performance Evaluation Board

To: Director, *(Name of College or School)*

Subj: STUDENT PERFORMANCE EVALUATION BOARD (SPEB); CASE OF *(Student Name and Rank)*

Ref: (a) MCU Policy: Student Performance Evaluation Board

(b) *(Name of College or School)* Policy Letter *(number)*

Encl: (1) Summary of Witness Statements

(2) Other *(list as appropriate)*

1. **Background.** *(Provide a brief synopsis explaining why the SPEB was convened.)*
2. **Members of the Board.** *(List the board members and organization/billet. Also indicate which members were designated as President and Recorder.)*
3. **Conduct.** *(Describe the sequence of events of the conduct of the board. These will typically include reading of rights [if appropriate], witnesses called, and other actions of the board.)*
4. **Discussion.** *(Discuss the relevant facts that required the board to convene.)*
5. **Findings.** *(Present the findings of the board in a logical, chronological order.)*
6. **Recommendations.** *(Describe the recommendations(s) of the board.)*

(Signature)

(Initials and Last Name)

Copy to:

Provost

Registrar

Student Performance Evaluation Board (SPEB) Decision Letter

(Date)

From: Director, *(Name of College or School)*

To: *(Student Name and Rank)*

Subj: STUDENT PERFORMANCE EVALUATION BOARD (SPEB)—*(DATE)*

1. I have carefully reviewed the deliberations and recommendations of the SPEB that was held on *(date)*. *[if applicable:]* and the information you provided subsequent to the SPEB.
2. *(Provide the decision reached by the director.)* The President, MCU has been informed of my decision.
3. You are advised of your right to appeal my decision to *[for officer students]* the President, Marine Corps University *[for CEME students:]* the Director, College of Enlisted Military Education.
4. *[For resident students:]* Any appeal must arrive at his office no later than five working days from the date of this memorandum. *[For distance education students:]* You must notify me of your decision to appeal within five working days. If you decide to appeal, your appeal must arrive at my office within 30 calendar days.

(Signature)

(Initials and Last Name)

Copy to:
Provost
Registrar
(as appropriate)

***Student Performance Evaluation Board (SPEB) Probation
Failure Decision Letter***

(Date)

From: Director, *(Name of College or School)*

To: *(Student Name and Rank)*

Subj: STUDENT PERFORMANCE EVALUATION BOARD (SPEB)—*(DATE)*

1. On *(date)*, I placed you on academic probation for the remainder of the academic year. The conditions of your probation were that you *(state conditions)*. I assess that you have failed to meet these conditions.
2. *(Provide the decision reached by the director.)* The President, MCU has been informed of my decision.
3. You are advised of your right to appeal my decision to [*for officer students*] the President, Marine Corps University [*for CEME students:*] the Director, College of Enlisted Military Education.
4. [*For resident students:*] Any appeal must arrive at the appropriate office no later than five working days from the date of this memorandum. [*For distance education students:*] You must notify me of your decision to appeal within five working days. If you decide to appeal, your appeal must arrive at my office within 30 calendar days.
5. If you appeal, this package will be forwarded to the President, MCU for their decision.

(Signature)

(Initials and Last Name)

Copy to:

Provost

Registrar

(as appropriate)

VOLUNTEER AGREEMENT FOR

☐ APPROPRIATED FUND ACTIVITIES☐ NONAPPROPRIATED FUND INSTRUMENTALITIES

PRIVACY ACT STATEMENT

AUTHORITY: 10 U.S.C. 1588, Authority to accept certain voluntary services; 5 U.S.C. 3111, Acceptance of volunteer service; and DoDI 1100.21, Voluntary Services in the Department of Defense.

PRINCIPAL PURPOSES(S): To acknowledge and document Volunteer Agreement for Appropriated Fund Activities or Nonappropriated Fund Instrumentalities before a statutory individual is allowed to provide volunteer services.

ROUTINE USES: There are no specific routine uses anticipated for this information; however, it may be subject to a number of proper and necessary routine uses that are identified in each of the following systems of records notices: (1) A0608b DFSC, Personal Affairs: Army Community Service Assistance Files (at <http://dpcl.d.defense.gov/Privacy/SORNSIndex/DoD-wide-SORN-Article-View/Article/570084/a0608b-cfsc/>); (2) NM01754-2, DON Family Support Program Volunteers (at <http://dpcl.d.defense.gov/Privacy/SORNSIndex/DoD-wide-SORN-Article-View/Article/570427/nm01754-2/>); and (3) F036 AFDPC, Family Services Volunteer and Request Record (at <http://dpcl.d.defense.gov/Privacy/SORNSIndex/DoD-wide-SORN-Article-View/Article/569815/f036-af-dp-c/>).

DISCLOSURE: Voluntary; however, lack of a signed Volunteer Agreement will limit Government support and eliminate certain benefits to individuals donating voluntary services to Appropriated Fund Activities and Nonappropriated Fund Instrumentalities.

PART 1 - GENERAL INFORMATION

1. NAME OF VOLUNTEER (Last, First, Middle Initial)	2. NAME OF PARENT/GUARDIAN (If volunteer is under age 18) (Last, First Middle Initial)	3. VOLUNTEER IS (Select one) <input type="checkbox"/> AGE 18 OR OVER <input type="checkbox"/> UNDER AGE 18
4. TELEPHONE NUMBER (Include Area Code)		5. E-MAIL ADDRESS

PART II - VOLUNTEER ASSIGNMENT (to be completed by Accepting Official)

6. INSTALLATION/COMPONENT ACTIVITY	7. ORGANIZATION/UNIT WHERE SERVICE OCCURS	8. PROGRAM WHERE SERVICE OCCURS	9. ANTICIPATED DAYS OF WEEK	10. ANTICIPATED HOURS
11. DESCRIPTION OF VOLUNTEER SERVICES				

PART III - VOLUNTEER CERTIFICATION

12. CERTIFICATION

I expressly agree that my services (or those of my minor child) are being provided as a volunteer and that I will not be an employee of the United States Government or any instrumentality thereof, except for certain purposes relating to compensation for injuries occurring during the performance of approved volunteer services, tort claims, the Privacy Act, criminal conflicts of interest, and defense of certain suits arising out of legal malpractice. I expressly agree that I am neither entitled to nor expect any present or future salary, wages, or other benefits for these voluntary services. I agree to be bound by the laws and regulations applicable to voluntary service providers, to participate in any training required to perform assigned voluntary duties, and to follow all installation, unit and organization rules and procedures applicable to the voluntary services I (or my minor child) will be providing.

a. SIGNATURE OF VOLUNTEER	b. SIGNATURE OF PARENT/GUARDIAN (if volunteer is under age 18)	c. DATE SIGNED (YYYYMMDD)
13.a. NAME OF ACCEPTING OFFICIAL (Last, First, Middle Initial)	b. SIGNATURE	c. DATE SIGNED (YYYYMMDD)

PART IV - TO BE COMPLETED AT END OF VOLUNTEER'S SERVICE BY VOLUNTEER SUPERVISOR AND SIGNED BY VOLUNTEER

14. AMOUNT OF VOLUNTEER TIME DONATED	a. YEARS. (2,087 hours = 1 year)	b. WEEKS	c. DAYS	d. HOURS	15. SERVICE END DATE (YYYYMMDD)
16.a. VOLUNTEER SIGNATURE	b. PARENT/GUARDIAN SIGNATURE (If volunteer is under age 18)	17.a. NAME OF SUPERVISOR (Last, First, Middle Initial)	b. SUPERVISOR'S SIGNATURE	c. DATE SIGNED (YYYYMMDD)	

VOLUNTEER AGREEMENT FOR APPROPRIATED FUND ACTIVITIES or NONAPPROPRIATED INSTRUMENTALITIES INSTRUCTIONS FOR COMPLETING DD FORM 2793

DD Form 2793, Volunteer Agreement for Appropriated Fund Activities and Nonappropriated Fund Instrumentalities, is available online at, <http://www.esd.whs.mil/Portals/54/Documents/DD/forms/dd/dd2793.pdf>. A Volunteer Agreement must be completed and signed by both Volunteer (or Parent/Guardian of volunteer under the legal age of majority) and Government Accepting Official (Installation Volunteer Coordinator or similar) before volunteer begins voluntary service. The accepting official will furnish the volunteer a copy of DD Form 2793, and retain the original in accordance with DoD Instruction (DODI) 1100.21, Voluntary Services in the DoD and the Military Departments' Records Disposition Issuances.

VOLUNTEER AGREEMENT FOR APPROPRIATED FUND ACTIVITIES or NONAPPROPRIATED INSTRUMENTALITIES. To be completed by Government official applicable to the volunteer's assignment.

PART I - GENERAL INFORMATION *(to be completed by Volunteer or Parent/Guardian as specified)*

- 1. NAME OF VOLUNTEER.** *(Last, First, Middle Initial)*
- 2. NAME OF PARENT/GUARDIAN.** *(if volunteer is under legal age of majority) (Last, First, Middle Initial)* Parent/guardian signature is required only if volunteer is under the legal age of majority.
- 3. VOLUNTEER IS: AGE 18 OR OVER OR UNDER AGE 18.** Check applicable box to indicate whether volunteer is an adult or minor child *(under the legal age of majority)*.
- 4. TELEPHONE NUMBER.** *(Include Area Code)* List number where volunteer prefers to be contacted.
- 5. E-MAIL ADDRESS.** List address where volunteer prefers to be contacted.

PART II - VOLUNTEER ASSIGNMENT *(to be completed by Accepting Official)*

- 6. INSTALLATION/COMPONENT ACTIVITY.** List the installation/component activity where voluntary service will be performed or that assumes primary responsibility for the volunteer program.
- 7. ORGANIZATION or UNIT WHERE SERVICE OCCURS.**
- 8. PROGRAM WHERE SERVICE OCCURS.** List organization or unit program or location where voluntary services will be performed.
- 9. ANTICIPATED DAYS OF WEEK.** List anticipated day(s) volunteer will be donating services.
- 10. ANTICIPATED HOURS.** List anticipated times or number of volunteer hours to be provided per specified time period.
- 11. DESCRIPTION OF VOLUNTEER SERVICES.** Briefly describe assigned voluntary service duties.

PART III - VOLUNTEER CERTIFICATION

- 12. CERTIFICATION.** Certification must be signed and dated by both Volunteer and Government Official accepting volunteers providing voluntary services. Accepting Official must check either Appropriated Fund Activity or Non-appropriated Fund Instrumentality at the top of DD Form 2793.
 - a. SIGNATURE OF VOLUNTEER.**
 - b. SIGNATURE OF PARENT/GUARDIAN.** *(if Volunteer is under legal age of majority)*.
 - c. DATE SIGNED (YYYYMMDD).** List date signed by Volunteer.
- 13. NAME OF ACCEPTING OFFICIAL.**
 - a. (Last, First, Middle Initial).**
 - b. SIGNATURE.** Signature of Accepting Official.
 - c. DATE SIGNED (YYYYMMDD).** List date signed by Accepting Official.

PART IV - COMPLETED AT END OF VOLUNTEER'S SERVICE BY VOLUNTEER SUPERVISOR AND SIGNED BY VOLUNTEER

- 14. AMOUNT OF VOLUNTEER TIME DONATED.**
 - a. YEARS.** *(2,087 hours = 1 year)*
 - b. WEEKS.**
 - c. DAYS.** This may apply to volunteers designated as Special Government Employees. Consult Ethics Counselor for details.
 - d. HOURS.** Total number of voluntary service hours donated.
- 15. SERVICE END DATE (YYYYMMDD).** Volunteer Supervisor lists final day of voluntary service.
- 16. VOLUNTEER SIGNATURE.**
 - a. Volunteer's signature verifies voluntary service time donated.**
 - b. PARENT/GUARDIAN SIGNATURE.** *(if Volunteer is under legal age of majority)*.
- 17. NAME OF SUPERVISOR.**
 - a. (Last, First, Middle Initial) of Volunteer Supervisor.**
 - b. SUPERVISOR SIGNATURE.** Signature of Volunteer Supervisor or Accepting Official verifies total amount of voluntary service time donated.
 - c. DATE SIGNED (YYYYMMDD).** Date signed by Volunteer Supervisor or Accepting Official.

Course Titles	Lecture	Seminar	Film	Staff Ride	Field Studies	Experiential Learning Activities	Exam	Directed Research Projects	PSPT	Total Semester Credits	Rounded Total for Course
Leadership and Ethics (8500)	10.50	33.50	3.00	3.00	1.00	14.00	3.00	3.00	111.00		
Leadership and Ethics - Contact Hours	10.50	33.50	3.00	3.00	1.00	7.00	3.00	1.00			
Leadership and Ethics Credits (15 Contact Hrs = 1 Credit)										4.13	4
8503 Critical Thinking		3.00							6.00		
8504 Leadership and High Command				3.00					6.00		
8505 Systems Thinking	3.00				1.00				6.00		
8506 Metacognition		2.00							4.00		
8507 Organizational Ethics and Leadership Blind Spots		3.00							6.00		
8509 Just War Theory			3.00						6.00		
8508 Profession of Arms and Ethics		3.00							6.00		
8515 Introduction to Strategic Negotiations						6.00			2.00		
8516A Perspectives on Leadership: Views of General Joseph F. Dunford, Jr., USMC (ret.)		2.00							4.00		
8516B Perspectives on Leadership: Views of General Robert B. Neller, USMC (ret.)	2.00								4.00		
8516C Perspectives on Leadership: Views of General Anthony Zinni, USMC (ret.)		2.00							4.00		
8516D Perspectives on Leadership: Views of General Austin Scott Miller, USA		2.00							4.00		
8516E Perspectives on Leadership: Views of VADM Paul Bennett, CB, OBE, Royal Navy		2.00							4.00		
8516F Perspectives on Leadership: Views of General Peter Pace, USMC (ret.)		2.00							4.00		
8517 Strategic Negotiations: Senkaku/Diaoyu Islands Prac App						5.00			2.00		
8519 Creative Thinking		3.00							6.00		
8521 Executive Assessment and Development Program (EADP)	0.50	1.00				3.00			8.00		
8523 Law of War	3.00								6.00		
8524 The Role of Narrative and Frames in Bridging Divergent Viewpoints		2.00							4.00		
8526 Learning from Failure		1.50							3.00		
8527 Adaptive Emotional Intelligence for Today's Leaders		2.00							4.00		
8528 Ethical and Moral Reasoning		3.00							6.00		
8529 Strategic Advising	2.00								4.00		
8589 Leadership Research Paper								3.00			
8599B Leadership and Ethics Spring Assessment*							3.00		2.00		
Advanced Studies Program (8700)	0.00	30.00	0.00	0.00	0.00	0.00	0.00	40.00	200.00		
Advanced Studies Program - Contact Hours	0.00	30.00	0.00	0.00	0.00	0.00	0.00	13.33			
Advanced Studies Program Credits (15 Contact Hrs = 1 Credit)										2.89	3
8700A Fall Advanced Studies Program		15.00						20.00	100.00		
8700B Spring Advanced Studies Program		15.00						20.00	100.00		
Total Credit Hours											7

COPYRIGHT PERMISSION REQUEST					
To: Copyright Clerk, Library of the Marine Corps			Date:		
From:	School/Directorate:	Telephone Number:			
		Email:			
1. Request copyright release for:					
Type of Material:					
<input type="checkbox"/> Excerpt(s) from a book <input type="checkbox"/> Excerpt from a Periodical (Magazine/Newspaper)					
<input type="checkbox"/> Audio/Visual (Photo/Music) <input type="checkbox"/> Digital text (Provide the URL):					
Format in which Material Will Be Reproduced:					
<input type="checkbox"/> Electronic <input type="checkbox"/> Paper <input type="checkbox"/> Other (describe):					
2. Description:					
Title of Book, Newspaper, Periodical, etc.:					
Author/Editor:					
Title of Article, Chapter, Extract, etc.:					
Date of publication:					
Page range <u>on which material appears</u> :					
Total number of pages:					
Publisher:					
Publisher Contact Information (if available):					
ISBN: _____ ISSN: _____					
YOU <u>SHOULD</u> INCLUDE A COPY OF THE TITLE PAGE AND THE COPYRIGHT STATEMENT PAGE OF ANY BOOK FROM WHICH YOU ARE REQUESTING COPYRIGHT PERMISSION (IF AVAILABLE). THESE COPIES WILL EXPEDITE THE PROCESSING OF YOUR REQUEST. Copyright Permissions Request Form and copies can be emailed to mcu_grc_copyright@usmcu.edu. The MCU Copyright Clerk (GRC Room 212). NOTE: GRC Room 212 is cipher locked. Contact the MCRL Circulation Desk personnel for access (703-784-4409)					
3. Copyrighted material will be used for: [Items in this box are <u>MANDATORY</u> and must be specific and accurate]					
Course Card Number: _____ Course Name: _____					
Course begins (DD MON YY): _____ Number of students in course: _____					
4. Course Author-Instructor special requirements:					
Latest date clearance can arrive at requester's office: _____ Other requirements: _____					

COPYRIGHT PERMISSION STATUS		
To: (Copyright Control Manager, Organization), (Requestor), (Organization) IN TURN.	Date:	School Copyright Sequence Number
		DRAFT/FINAL APPROVED/DISAPPROVED
From: Copyright Clerk, Library of the Marine Corps	Telephone: 703-784-1840 (No Voicemail)	
	Email: mcu_grc_copyright@usmcu.edu	
STATUS OF REQUEST FOR: <i>Title. Author(s)/Editor(s). Page(s)/Chapter(s). Publisher, City, State/Country, Year. ISBN/ISSN.</i>		
<input type="checkbox"/> Available via AACL. <input type="checkbox"/> Available via local holdings. Call number: . Recommend placing book on Course Reserve Status via Reference Librarian () for student use. <input type="checkbox"/> Available via URL: <input type="checkbox"/> Copyrights holder terms: “ .” <input type="checkbox"/> Available via Fair Use. Per your request, a Fair Use Determination has been made. This item may be used as Fair Use. Reproduction Statement: “Reproduced for academic use under the provision of Fair Use. FURTHER REPRODUCTION PROHIBITED” .		
<input type="checkbox"/> Available via CCC for additional charge: \$. Approve purchase? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Available via CCC as a special order. NOTE 1: Special order. No approval needed at this time. NOTE 2: This is a special order. You will receive the final cost when provided by the CCC. <input type="checkbox"/> Copyrights holder requires that the following statement appear:		
<input type="checkbox"/> Copyright Holder approved use at no charge. <input type="checkbox"/> Copyright Holder approved use for additional charge: \$. Approve purchase? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Copyright Holder denied use. The rights holder for this title has denied your request for permission to use this title. YOU MUST USE COURSE RESERVES FOR INDIVIDUAL STUDENT COPIES OR ILL TO USE THIS TITLE. <input type="checkbox"/> Copyrights holder requires that the following statement appear: “ ”.		
<input type="checkbox"/> Copyright holder contacted, awaiting response. Date contacted: . <input type="checkbox"/> Copyright holder contacted, but no response. Dates contacted: <input type="checkbox"/> Unable to locate or contact copyright holder. Efforts made w/dates:		
<input type="checkbox"/> Copyright disposition. APPROVED/DENIED/REFERRED TO YOUR ORGANIZATION FOR FINAL DISPOSITION. Date: .		

Research Assistant Application

GENERAL INFORMATION

How to Apply

Anyone who wishes to apply to be a research assistant at MCU should submit the following application materials:

- A cover letter stating which position is of interest to you and why.
- A copy of your resume.
- Two Letters of Recommendation emailed (from your professors or employer) to kimberly.florich@usmcu.edu.
- Current Transcripts either emailed or mailed to kimberly.florich@usmcu.edu OR MCU Intern Program (ATT: Dr. Kim Florich), 2076 South St. Quantico, VA 22134.

***Applicants must be eligible to work in the U.S.**

***MCU Research Assistants (RAs) provide support on a variety of tasks and projects. Applications are accepted on an ongoing basis to fill program needs. The majority of RAs are hired to work one-on-one with faculty and/or staff. Interviews begin for RA positions one to two months before the anticipated start date.**

Research Assistants are highly encouraged to stay in contact with their MCU Host for professional purposes.

TO BE COMPLETED BY RESEARCH ASSISTANT (RA) APPLICANT

Name _____

University/College/School _____

University/CollegeAddress _____

Major _____

Minor (if applicable) _____

GPA _____

Phone _____ Email _____

Home Address _____

Area(s) of Interest _____

Number of hours per week you are looking for _____

*Applicants must be U.S. citizens, 18 years of age on or before the first day of the assistantship and meet at least one of the following criteria:

*Currently enrolled in a graduate degree program at a college or university (four year institution).
Graduated from a graduate degree program at a college, community college, or university. A veteran of the United States Armed Forces who possesses a high school diploma or its equivalent and has served on active duty, for any length of time, in the two years preceding the first day of the Research Assistantship.

Please answer the following completely (Use additional sheets if necessary)

1. What relevant courses have you taken and where (please include the number and name of the course)?

2. Describe any previous research experience.

3. Describe any relevant professional experience (i.e. internships, volunteering, etc.)

4. Please provide a preliminary estimate of your availability (Dates and times).

5. Please write a brief paragraph describing why you are interested in working at MCU.

6. Briefly describe your future academic/professional plans, including educational goals.

TO BE COMPLETED BY MARINE CORPS UNIVERSITY OFFICIALS

MCU Hosting College/School, etc.

MCU Faculty/Staff Supervisor

MCU Faculty/Staff Phone

(office)_____ (cell)_____

Email_____

Title_____

Dates of Assistantship:_____to _____

Days per Week (S__ M__ T__ W__ TH__ F__ SA__) – Check mark for all that apply.

SIGNATURES

The signatures of the applicant, faculty host, and department chair indicate approval of the Research Assistantship. Related paperwork must be completed within ten days of the beginning of the Research Assistantship. Research Assistantships at Marine Corps University are pending final approval by Faculty Host as well as Marine Corps approving authorities.

The Research Assistant Applicant acknowledges that he or she has read and understands the Marine Corps University Research Assistant Regulations and Policies on this application and will be responsible to adhere to all said Regulations and Policies. Marine Corps University reserves the right to remove a Research Assistant at its sole discretion. The Research Assistant Applicant assumes responsibility for job commitment and agrees to perform in a professional manner. The Research Assistant Applicant agrees to assume responsibility for any loss, damage, or injury that may result from participation in the Research Assistantship, and the Research Assistant Applicant will not hold Marine Corps University or its employees responsible for damages that may occur during the course of the internship at Marine Corps University. Research Assistant Applicants are encouraged to obtain insurance coverage for personal liability.

Research Assistant Applicant Signature:

_____ **Date** _____

MCU Supervisor Signature:

_____ **Date** _____

In case of emergency, contact: (Please print clearly)

(Name) _____

(Relationship) _____ **Phone** _____

Email _____

RESEARCH ASSISTANT MEMORANDUM OF UNDERSTANDING

MCU Research Assistants (RAs) provide support on a variety of tasks and projects. Applications are accepted on an ongoing basis to fill program needs. The majority of RAs are hired to work one-on-one with faculty and/or staff. Interviews begin for RA positions one to two months before the anticipated start date. MCU Research Assistant Positions are paid positions.

Duties & Opportunities: MCU Research Assistants are placed, according to their interests, to work with faculty and staff members across the University's colleges, centers, and internal directorates. Please consult individual faculty sponsor for specific duties, which may include the following:

- Support as requested by faculty members to assist with publications, course materials, research, and outreach;
- Research, writing, and editorial support for online, print, and social media publications and channels;
- Assisting staff and faculty in support of specific University or college programs;
- Administrative duties as assigned, including University-wide event support.

Research Assistantship at MCU offers numerous opportunities, including:

- Participation in conferences, workshops, and other programs at the Marine Corps University featuring senior researchers and military officers;
- Access to the Library of the Marine Corps and research resources;
- On-the-job experience and professional development opportunities;
- Experience conducting research and individual projects.

Professional Behavior and Expectations

All research assistants are required to maintain professional behavior in their interactions with others at MCU.

Professional behavior includes the following:

- Punctuality
- Respond to emails within 24 hours (even if it is just to say that you need more time to respond).
- Communicate effectively and respectfully.
- Interacting with research participants.
- Being friendly and polite to all research participants.
- Knowledgeable: Being well-versed in the specific project on which you are working, including potential issues and complications associated with the project. Additionally, you should know of community resources that are available in case of a crisis.
- Appropriate Attire
- Reliable

- Resignation: Giving at least two weeks' notice to your MCU Sponsor if you decide for any reason that you no longer wish to continue working at MCU.

All successful candidates must demonstrate their ability to perform the following tasks:

- Use library resources to gather relevant data to support faculty research;
- Work as a team player;
- Communicate at a sophisticated level via written and spoken word;
- Work amiably with people of diverse cultures and backgrounds;
- Use social media tools for information dissemination and community engagement activities;
- Foreign language skills are highly desired, but not required.

Research Assistants are highly encouraged to stay in contact with their MCU Host for professional purposes.

SIGNATURES

The signatures of the applicant, faculty host, and department chair indicate approval of the Research Assistantship. Related paperwork must be completed within ten days of the beginning of the Research Assistantship. Research Assistantships at Marine Corps University are pending final approval by Faculty Host as well as Marine Corps approving authorities.

The Research Assistant Applicant acknowledges reading and understanding the Marine Corps University Research Assistant Regulations and Policies on this application and will be responsible to adhere to all said Regulations and Policies. Marine Corps University reserves the right to remove a Research Assistant at its sole discretion. The Research Assistant Applicant assumes responsibility for job commitment and agrees to perform in a professional manner. The Research Assistant Applicant agrees to assume responsibility for any loss, damage, or injury that may result from participation in the Research Assistantship, and the Research Assistant Applicant will not hold Marine Corps University or its employees responsible for damages that may occur during the course of the internship at Marine Corps University. Research Assistant Applicants are encouraged to obtain insurance coverage for personal liability.

Research Assistant Applicant

Signature _____ Date _____

MCU Supervisor Signature _____ Date _____

In case of emergency, Contact:

(Please Print Clearly) Name _____

Relationship _____ **Phone** _____ **Email** _____

Visiting Positions

Functional Lead: Provost

Division: Academic Affairs

Responsible Office: Director of Research

Reference: (a) 5 CFR 334 Intergovernmental Personnel Act

(b) Federal Employees Compensation Act

1. Purpose. The purpose of this policy is to outline the opportunities and processes associated with visiting positions at Marine Corps University (MCU).

2. Background. Visiting positions allow MCU to enhance the educational and developmental opportunities available to students, faculty, and staff and provide opportunities for collaboration benefitting the university and the Marine Corps. Visiting positions are highly flexible in terms of duration, cost, and function and can be created as opportunities or needs arise. Such positions may be enduring or episodic.

3. Policy

a. General Visiting Position Categories. MCU has the following general categories of visiting positions, which can be tailored to specific situations with details regarding duties and expectations provided in the letter of invitation. Categories apply to both military personnel and civilians.

- Visiting Fellow – a graduate student or junior civilian or military scholar whose time at MCU will be spent participating in the general intellectual activities of the university, as appropriate to level and expertise, and working on one or more individual projects.
- Visiting Senior Fellow – a senior scholar or member of the military at the rank of E9, O6, or above (or international equivalent) whose time at MCU will be spent participating in the general intellectual activities of the university, as appropriate to expertise, and working on one or more individual projects.
- Visiting Teaching Fellow - an individual whose time at MCU predominantly will be spent teaching and mentoring students.
- Visiting Research Fellow– an individual whose time at MCU predominantly will be spent on one or more specified research projects.
- Visiting Professor of Practice – a senior military or civilian practitioner whose time at MCU will be spent participating in the general intellectual activities of the university and engaging in other activities such as delivering guest classes and electives, mentoring students, providing faculty development opportunities, etc. as appropriate to expertise and interests.

(1) MCU may create other categories for visiting fellows, chairs, faculty, researchers, etc. when required. New categories or titles must be approved by the Provost.

(2) Positions may be created to take advantage of an opportunity to engage with a specific individual. Positions also may be created to be filled competitively or using a screening process.

(3) Positions involving specific duties at MCU, such as teaching, mentoring students, developing curricula, etc., may be considered gifts of service and be subject to restrictions as indicated in Section 3b.

b. Funding. Visiting positions may be funded by MCU or may be arranged around funding secured by the individual. Funding possibilities include, but are not limited to:

- Grant secured by individual.
- Funding from individual's home institution.
- Intergovernmental Personnel Act (IPA).
- Funding from MCU via Title 10 hiring or contract.

(1) The source of funding will determine how funds can be spent, the availability of government benefits, MCU's ability to provide certain types of support and benefits, the applicability of certain policies such as MCU's Academic Regulations, and other issues.

(2) Funding, such as grants or contracts, to support a visiting position at MCU that are secured by an individual who is not employed by MCU or on IPA assignment to MCU cannot be managed by MCU. The individual must make arrangements with their home institution or other organization.

(3) Work, such as teaching, mentoring students, or developing curricula, performed by individuals with external funding may be considered a gift of service. Externally funded visiting positions that will involve this type of work must be developed in accordance with MCU's Gift Acceptance and Volunteer Service policy.

(4) Individuals in externally funded visiting positions are not eligible for benefits through MCU, including those provided under the Federal Employees Compensation Act.

c. Terms

(1) Visiting positions typically will be set for three, six, or 12 months with the option to renew for additional periods if agreeable to MCU, the individual, and the individual's home institution. Alternative term durations may be established as needed.

(2) Individuals in visiting positions arranged through an IPA assignment may have terms of up to two years with the option to renew for one additional term of up to two years if agreeable to MCU, the individual, and the individual's home institution.

d. In-Residence Expectations and Exceptions. The expectation for most visiting positions is that the individual will spend the majority of their time in residence at MCU participating in and contributing to the intellectual life of the university. MCU may make exceptions in specific cases

such as when travel is a significant component of an approved individual's project or when it is not feasible for the individual to relocate. In such cases, the means of integrating the individual into the intellectual activities of the university and executing specific duties will be specified in the invitation letter.

e. Affiliation. Although most visiting positions will involve participation in activities across the university, visiting individuals are expected to have a primary affiliation with one of MCU's schools, centers, or programs with that component taking responsibility for the logistics of the visit, as well as integration and supervision. In circumstances where visiting personnel are affiliated with MCU as a whole, their primary point of contact will be either MCU's Director of Research or the Provost, depending on the nature of the position.

f. Research. Individuals in visiting positions will comply with all applicable federal, Naval, and Marine Corps policies and procedures for the conduct of research.

g. Termination/Discipline

(1) Termination or discipline of an individual in a visiting position filled through the IPA will follow the agreement made between MCU and the individual's home institution.

(2) To terminate an individual in a visiting position who has secured their own funding, the hosting MCU component will notify the Provost for action. Actions taken will include notification of the funder(s). Early termination of an individual's term in a visiting position is at entirely MCU's discretion. Possible reasons include, but are not limited to changes in MCU's focus areas, behavior that violates a law, rule, or regulation, behavior that bears negatively on the professional standards expected of those affiliated with MCU, research misconduct as defined in MCU/EDCOM Order 12000.1F, and space availability.

g. Requirements

(1) Citizenship. This policy and associated procedures apply to visiting positions to be filled by U.S. citizens. Visiting positions to be filled by citizens of other countries may be subject to other policies and should be discussed with the Provost, and MCU's Staff Judge Advocate (SJA) and Security Manager prior to position development or invitation.

(2) U.S. Military Personnel. U.S. Military personnel must have permission of their command.

4. Procedures

a. Creating a visiting position

(1) MCU components may create a visiting position based on need or opportunity. Positions must be approved by the Provost. Staffing packages for creating one or more positions should be routed through the SJA and include:

- a description of the visiting position(s),
- an explanation of the value to MCU,
- relevant information regarding expected activities,
- in-residence requirements, if any,
- compensation and/or other funding,
- term, and,
- if applicable, a general overview of the solicitation, application, and selection process.

(2) Positions being created to take advantage of an opportunity to engage with a specific individual also should include the individual's bio, resume, or curriculum vitae (CV).

b. Application and Selection Processes

(1) Depending on the nature of the opportunity, some visiting positions may involve an application process to screen candidates for suitability or to manage selection of candidates for competitive positions.

(2) Application processes are initiated and managed by the university component that intends to host the visiting individual and must be reviewed by the SJA and approved by Provost. Staffing packages for application/selection processes should include:

- a description of the visiting position(s),
- an explanation of the value to MCU,
- relevant information regarding compensation and/or other funding,
- a general overview of the targeted candidate pool, and
- descriptions of the solicitation, application, and selection processes.

c. Invitation Letters

(1) Invitation letters are issued to initiate all visiting positions. Letters must include, either in the body of the letter or as an appendix, details regarding:

- the term of the visiting position,
- affiliation within MCU with points of contact,
- in-residence requirements, if any,
- compensation/funding, if any,
- expected projects, teaching, other activities, and university engagement activities,
- expectations for residency/presence on campus,
- if applicable, other requirements for the position, such as required research review processes, and
- if applicable, agreement with the individual's home organization.

(2) Invitation letters must be reviewed by the SJA and approved by the Provost. Invitation letters for positions involving research must be reviewed by the Director of Research. Staffing packages for invitation letters should include

- a description of the visiting position(s),
- an explanation of the value to MCU,
- a draft of the invitation letter,

- a bio, resume, or CV for the invitee, and
- any relevant information regarding compensation and other funding.

d. Space and Administrative Support. The MCU component hosting the visiting position has primary responsibility for addressing all issues related to space and administrative support. Requirements will vary based on the specific visiting position, but may include issues such as arranging:

- base access
- appropriate office space and associated building access,
- computer, appropriate peripherals, and printer access,
- access to MCU's information technology and telephone systems,
- library system access,
- parking,
- contact lists, and
- MCU orientation.

e. Research Approvals. For visiting positions including research that may involve interviews, focus groups, observations, surveys, questionnaires, or access to personnel data, the MCU component hosting the visiting position will ensure that the invited individual contacts MCU's Director of Research at least 30 days prior to arrival. The Director of Research will ensure the visiting individual is aware of any applicable research policies and procedures, required reviews, and points of contact.

Related Policies and Forms

Marine Corps University Gift Acceptance and Volunteer Service

Promulgated: 2 Dec 2022

Reviewed: _____

Revised: _____

Human Subjects Research and Research Approval

Functional Lead: Provost

Division: Academic Affairs

Responsible Office: Director of Research

1. Purpose. This section contains the policies and procedures related to planning and conducting research involving human participants or subjects. These review processes ensure the protection of the rights and welfare of research subjects in accordance with Federal law and DoD regulations.

2. Overview. Human subjects research (HSR) regulations encompass all research that includes interviews, focus groups, observations, surveys, or any methods involving gathering information from or about people. It also includes research seeking access to secondary data sets that may contain private identifiable information or may not be publicly available. All such research conducted or contracted by MCU, or research support requested by external researchers from MCU, must be reviewed according to the requirements of the USMC Human Research Protection Program (HRPP). These reviews typically are conducted by the Marine Corps' Institutional Review Board (IRB) with MCU's IRB Vice Chair coordinating submission.

3. Organization. The specific requirements and procedures vary depending on who is doing the research and whether or not MCU personnel, students, facilities, or resources are being used:

a. Research conducted by MCU faculty, staff, and students: Subsection 1 outlines those procedures relevant to research conducted by MCU faculty, staff, or students.

b. Contracted research activities: Subsection 2 details the requirements for contracted research activities.

c. Research seeking to use MCU personnel or students or other MCU resources: Subsection 3 addresses the approval requirements for any research that recruits MCU employees or students as research subjects or that requests the use of MCU facilities, resources, or equipment for the conduct of research. These policies and procedures also apply to researchers seeking General Officer (GO) endorsement of a research topic that is under MCU oversight.

4. Research and Sponsored Projects Portal. The primary source of up-to-date information on procedures and forms related to HSR is MCU's [Research and Sponsored Projects Portal](#). Individuals planning research should visit the portal to get information on applicable review processes, policies, and procedures.

Promulgated: 2 Dec 2022

Reviewed: _____

Revised: _____

Subsection 1: Research Conducted by MCU Faculty, Staff, and Students

Reference: (a) [MCO 3900.18 HRPP](#)
(b) [MARADMIN 208/11](#)
(c) [SECNAVINST 3900.39](#)
(d) [DoDI 3216.02](#)
(e) USMC Human Research Protection Program Policy and Procedures

1. Purpose. This subsection outlines the policies and procedures established to ensure research conducted by MCU's faculty, staff, and students complies with federal law and DoD and Marine Corps policies.

2. Overview

a. The Marine Corps' IRB reviews research to ensure the protection of the rights and welfare of human research subjects in accordance with Federal law and DoD regulations. The Marine Corps' IRB exists to protect Marines and all other participants in Marine Corps research from harm by minimizing risk to subjects, ensuring informed consent, and reviewing adequate protection of private and confidential data. The IRB is authorized to review requests to conduct research involving human subjects and recommend approval or disapproval to the Institutional Official, currently the Executive Deputy of TECOM. The IRB also may recommend modifications to the request, with approval suspended pending submission of a modified request. No human subject research in any form (including recruitment, consent, or data collection) can take place without review and approval by the Marine Corps' IRB and its Institutional Official.

b. All forms, policies, and procedures referenced in this section are available on MCU's [Research and Sponsored Projects Portal](#).

3. Policy

a. Scope. MCU complies with all standards and requirements outlined in the references. Accordingly, any research involving identifiable data sets, interviews, focus groups, observation, surveys, or any methods involving gathering information from or about people must go through an applicability review coordinated by the MCU IRB Vice Chair prior to beginning recruitment or data collection. This review also allows the Vice Chair to assess whether the proposed research may be considered part of an existing activity that has already been reviewed by the IRB, such as routine curriculum and program reviews, thereby avoiding unnecessary and duplicative review processes. The procedures below apply to faculty, students, and staff assigned to MCU.

b. Responsibilities

(1) Researchers. The Principal Investigator (PI) for a project has overall responsibility for ensuring research compliance with applicable regulations, directives, and instructions, including the conduct of research, storage of data and records during the project, and long-term storage of research records. These and other requirements are outlined in reference (e). A student may serve as a PI on a research project; however, student research compliance must be closely supervised by faculty advisors/mentors to ensure proper project conduct and closure of the project and transfer of required records to MCU's centralized storage.

(2) Supervisors and Faculty Advisors/Mentors. In accordance with reference (e), when a full protocol is required by the IRB, supervisors or faculty advisors sign an IRB Action Request form in order to certify that the research is deemed scientifically sound and is being managed by their department.

(3) MCU IRB Vice Chair. MCU's Director of Research serves as the MCU IRB Vice Chair to the Marine Corps' IRB and fulfills all Vice Chair requirements outlined at reference (e).

(4) MCU IRB Alternate. Director, IRAP serves as the alternate MCU member to the Marine Corps' IRB and fulfills all alternate member requirements outlined in reference (e).

4. Procedures

a. Applicability Review. If a research design includes gathering data from or about living individuals, as described above, the PI will submit an Applicability Review Worksheet via email to the MCU IRB Vice Chair. The Vice Chair may provide recommendations for revision prior to submission to the Marine Corps IRB Chair for a determination about whether their proposed project meets the federal definitions of HSR and is subject to further IRB review. The review takes into account the purpose, methodology, recruitment methods, and risks of a project. It also requires that the PI submit the proposed data collection instrument (survey questions, sample interview questions, data fields to be requested, etc.). Although the project may still be evolving, the PI should be clear on the purpose, participants, and use of the data or the HSR determination may not be accurate.

b. Non-HSR Projects. If the Marine Corps' IRB determines that the project is not HSR, no further IRB review is required unless the scope of research changes. If that occurs, researchers must submit another applicability review. Even if a project is not HSR, MCU requires that researchers adhere to the same ethical principles of beneficence, justice, and respect for persons that underlie the IRB review process. This means ensuring that participants understand the purpose of a research project, how the information collected will be used, and whether they will be identified by name. See also Additional Review Requirements below.

c. HSR Projects. If the project is determined to be HSR, the PI will be asked to submit a full protocol and associated forms for review. This submission will expand upon the recruitment procedures, informed consent, and any risk mitigation steps taken to protect individuals and data. The PI also is required to complete an online training for Investigators within Social and Behavioral Sciences (directions on how to register and access training are available on the Marine Corps' HRPP website: <https://www.tecom.marines.mil/Resources/Marine-Corps-Human-Research-Protection-Program/Training/>).

d. Additional Review Requirements. Whether or not a project is determined to be HSR, there may be requirements for review by other Marine Corps or DoD offices depending on the details of the project. Additional information on these requirements is available from MCU's IRB Vice Chair and on the [Research and Sponsored Projects Portal](#).

e. Review Timelines. Planning and implementing human subjects research for many types of projects is manageable within the school year, but must be started 60-90 days before recruiting

participants or accessing data. The review process timeline depends on a number of factors: whether a study is found to be human subjects research, the potential risk to participants, certain categories of participants, and other factors. Certain projects also may be subject to additional Marine Corps and DoD review processes depending upon their scope, design, and intended participants. These reviews can increase the overall time it takes to get necessary approvals. MCU's Vice Chair can advise on the impact of various factors on review timelines.

f. Conducting research. Any changes to elements of the approved IRB protocol must be submitted by the PI via email to the MCU IRB Vice Chair for IRB review using an IRB Action Request form. Any unanticipated problems or incidents must be reported promptly using the Unanticipated Problem Report Form.

g. Team Research and Research Support Personnel. The PI is responsible for the actions of all personnel associated with the project. It is essential to closely monitor the work done by any students, contracted research personnel, or other government employees on the project. Even if a researcher is a peer, the PI bears ultimate responsibility. Researchers and support personnel who are not Marine Corps employees (e.g., contractors) may need to complete an Individual Investigator Agreement to be included on an MCU project.

h. Cooperative Research with Non-Marine Corps Partners. Research that is conducted in cooperation with investigators from an institution with its own IRB may require an agreement between the two IRBs. This agreement is captured in the Institutional Agreement for Institutional Review Board Review form.

i. Handling Data and Participant Information During Research. Data and participant information must be handled in accordance with the standards set out in the protocol and informed consent agreement. In many cases, this means securing data in locked spaces and secure devices and systems. During travel, it may mean that one member of the research team retains positive control of files and devices at all times. Any error in handling data and participant information, even if quickly resolved, must be reported to the MCU IRB Vice Chair and Marine Corps IRB Chair immediately.

j. Project Closure. At the end of a project, PIs are expected to submit an IRB Action Request and a Project Completion Report via email to the MCU IRB Vice Chair confirming that no further recruitment or data collection will take place. The PI should attach electronic copies of any research outcomes including publications, reports, and presentations.

k. Record Retention. After project completion, certain records from the project must be retained for a minimum of 10 years and then transferred to a Federal Records Center (FRC) in accordance with reference (e). Student PIs must transfer their records to MCU's IRB Vice Chair prior to graduation for retention in MCU's centralized storage. Faculty and staff PIs may use MCU's centralized storage or retain the records and arrange for FRC transfer on their own. Faculty or staff members who leave MCU or can no longer provide appropriate storage for their HSR records must transfer records to MCU's centralized storage.

l. Monitoring and Audits. The Marine Corps Human Research Protection Program (HRPP) is authorized to monitor a PI to ensure compliance. Monitoring typically involves review of protocol records and observation of one or more instances of the consent process. The HRPP is required to audit a minimum of 10% of the protocols it handles each year. The audit typically involves review of protocol records and an interview with the PI regarding research conduct and

record keeping. Audits also may be conducted “for cause” when there are known or suspected problems in research conduct.

m. Consequences of Noncompliance. The HRPP is authorized to suspend or close protocols when a PI is not in compliance with policy. It is authorized to restrict a researcher’s use of data gathered through research that was not approved or during research on an approved protocol when the PI has been found to be non-compliant. PIs and other research personnel who have been found to have problems with research conduct or compliance may be required to attend educational sessions addressing the areas of concern and develop a corrective action plan. MCU researchers who have been found to exhibit problematic research conduct or non-compliance may be barred from conducting HSR research for a period of time. Significant or repeated incidents of misconduct or non-compliance may also have consequences at the institutional level, restricting the ability of other faculty, staff, and students to conduct HSR.

Related Policies and Forms:

Research

Refer to the MCU [Research and Sponsored Projects Portal](#) for current versions of all policies, procedures and forms.

Subsection 2 Contracting and Human Subjects Research

Reference: (a) [48 CFR § 252.235-7004 - Protection of Human Subjects](#)
(b) [MCO 3900.18 HRPP](#)
(c) USMC Human Research Protection Program Policy

1. Purpose. This section defines MCU policies and procedures that ensure compliance with the references, in particular the guidelines of the Marine Corps Human Research Protection Program (HRPP) within the context of contracted research support.

2. Overview. Defense Federal Acquisition Regulation System (DFARS) policy at reference (a) includes statutory and regulatory requirements for the ethical treatment of human subjects involved in research projects. Accordingly, USMC HRPP policies and procedures at reference (b) require the review and approval of contracted services that may meet the federal definitions for HSR.

3. Policy

a. Scope. Contracting for services that include data collection via interviews, focus groups, observation, surveys, or any other methods involving gathering information from or about people or analysis of identifiable data sets must be reviewed by the Marine Corps Human Research Protection Official (HRPO) during acquisition planning and ensure it meets compliance requirements detailed at reference (c).

b. Responsibilities

(1) Contracting Officers Representative (COR). The COR is responsible for ensuring that a contract includes the required clauses for use in contracts involving human subjects research at reference (a) and coordinating review of the contract with the HRPO during acquisition planning. Subsequently, the COR should monitor compliance of the contractor with those clauses in the event that they execute services that may qualify as HSR.

(2) MCU IRB Vice Chair. The MCU IRB Vice Chair should have visibility of MCU requests coordinated with the HRPO and provide subject matter expertise in support of MCU contracting efforts that may involve HSR.

4. Procedures

a. During acquisition planning, a COR should contact the HRPO and MCU IRB Vice Chair via email to notify them that a contract is under development involving data collection via interviews, focus groups, observation, surveys, or any other methods involving gathering information from or about people or analysis of identifiable data sets.

b. During contract execution, the contractor will be expected to remain in compliance with the clauses at reference (a). The COR should monitor this compliance and ensure that any research activities have been reviewed and approved by the HRPO.

Related Policies and Forms:

Refer to the MCU [Research and Sponsored Projects Portal](#) for current versions of all policies, procedures and forms.

Subsection 3 Approval/Endorsement of Research Using MCU Personnel, Facilities, or Resources

Reference: (a) [48 CFR § 252.235-7004 - Protection of Human Subjects](#)
(b) [MCO 3900.18 HRPP](#)
(c) USMC Human Research Protection Program Policy
(d) [MCO 5300.18 Marine Corps Survey Program](#)

1. Purpose. In accordance with the references, this section defines MCU policies and procedures for gaining approval for internal, external (but within DoD), or extramural research recruiting MCU employees or students as research subjects and/or requesting the use of MCU resources for conducting research. These policies and procedures also apply to researchers seeking GO endorsement of a research topic that is under MCU oversight per reference (c).

2. Overview. Researchers who want to conduct Marine Corps supported research, defined by reference (c), must demonstrate that they have obtained approval from commanders of units/organizations in which they plan to recruit participants and from the General Officer with oversight of their research topic. This requirement ensures that research conducted on government time and/or with the support of government resources (facilities, resources, or requirement) is not detrimental to mission achievement.

3. Policy

a. Scope. Per references (c) and (d), internal (faculty, student and staff), external, and extramural requests for research support and/or topic endorsement are reviewed by MCU to consider whether the research is supportable in terms of the facilities or resources requested, the time of the potential participants, and the impact of research conduct on mission accomplishment. Reviews also may take into consideration whether the research benefits the participants and conflicts with, or is complementary to, other ongoing initiatives or research in the same subject area. Potential benefits to the Marine Corps also may be considered. However, because the Marine Corps is a public institution, reviews must be attentive the fact that research of little or no interest to the service may have broader social and/or scholarly benefits. Additionally, reviews must take into account academic freedom policies when applicable.

b. If sufficient protections are not in place in the research plan to mitigate risk to MCU research participants, MCU may impose stipulations for approval. Such stipulations should be consistent with the principles of beneficence, justice, and respect for persons underlying reference (a). Additionally, any MCU approval is contingent upon the review and approval of the Marine Corps' IRB and, when applicable, the Marine Corps' Survey Program.

c. Responsibilities

(1) Researcher. Per references (c) and (d), the researcher is responsible for providing all required submission elements for this review and conducting the research in accordance with the provided research plan. If requested, researchers should provide an after-action report and/or final research products to MCU.

(2) MCU IRB Vice Chair. The MCU IRB Vice Chair acts as the primary POC for coordinating research approval/endorsements.

(3) Directors and Vice Presidents. Directors or Vice Presidents, as appropriate, may approve or disapprove research support requests to recruit subjects within their units or to use facilities, resources or equipment necessary to achieving their unit's mission. Their review fulfills the local Commander (O-5 or O-6 level authority) approval requirement detailed at reference (c).

(4) President, MCU. President, MCU is the final authority for approving MCU research support or endorsement of a research topic under MCU oversight.

4. Procedures

a. Researchers requesting MCU support or endorsement for their research should submit the following to the MCU IRB Vice Chair via email:

(1) Request Letter. This should give a brief overview of the project, specify what is being requested, and indicate any potential/foreseen benefits to participants, MCU, the Marine Corps, and any broader societal or scholarly benefits. If Marine Corps participants will be used, the letter also should include information on the number of participants the researcher will attempt to recruit, the MCU schools and directorates in which participants will be recruited, targeted characteristics (e.g., ranks, MOSs, sex, race, etc.) if applicable, the data collection methods that will be used, and an estimate of the amount of time each participant will spend (e.g., one-hour interview, 20 minute survey).

(2) Researcher bio(s).

(3) Research overview or IRB protocol.

(4) Recruitment plan and materials.

(5) Research instruments or measures (survey, sample interview questions, data fields to be requested. etc.).

(6) IRB Approval or Determination Letter (if available).

b. The MCU IRB Vice Chair will route the package through the following in addition to routine administrative offices:

(1) Director or Vice President's office where the research request originated (internal requests only).

(2) Directors and/or Vice Presidents whose personnel or resources are being requested as a component of research recruitment or support.

(3) Provost's Office, including the Director of Research.

(4) Chief of Staff, MCU.

(5) President, MCU.

c. The MCU IRB Vice Chair will email a copy of the decision package to the researcher and the Marine Corps IRB Chair. A digital copy of the request package and signed approval letter will be retained by the MCU IRB Vice Chair.

Related Policies and Forms:

Refer to the MCU [Research and Sponsored Projects Portal](#) for current versions of all policies, procedures and forms.

Glossary of Acronyms and Abbreviations

AACL	Annual Academic Copyright License
ACE	American Council on Education
ASD	Academic Support Division
AWG	Accreditation Working Group
AY	Academic Year
BIR	Basic Individual Record
BOV	Board of Visitors
BSP	Blended Seminar Program
BTR	Basic Training Record
CCC	Copyright Clearance Center
CCRB	Course Content Review Board
CDET	College of Distance Education and Training
CEP	Continuing Education Program
CEME	College of Enlisted Military Education
CHR	Credit Hour Report
CLS	Career Level School
CJCS	Chairman of the Joint Chiefs of Staff
COPE	Committee on Publishing Ethics
CPRL	Commandant's Professional Reading List
CPRP	Commandant's Professional Reading Program
CRB	Curriculum Review Board
CSC	Command and Staff College
CUI	Controlled Unclassified Information
C&R	Committee on Compliance and Reports

DC	Deputy Commandant
DECC	Distance Education Coordination Committee
DEP	Distance Education Program
DFO	Designated Federal Officer
DLPT	Defense Language Proficiency Test
DON	Department of the Navy
EDCOM	Education Command
EDIPI	Electronic Data Interchange Personal Identifier
EEP	Executive Education Program (Formerly SLDP)
EPME	Enlisted Professional Military Education
EWS	Expeditionary Warfare School
DEP	Distance Education Program
EDCOM	Education Command
EPLD	Extended Permanent Limited Duty
FAO	Foreign Area Officer
FDAG	Faculty Development Advisory Group
FDOC	Faculty Development and Outreach Coordinator
GRC	Gray Research Center
HQMC	Headquarters Marine Corps
IMS	International Military Students
IRAP	Institutional Research Analysis and Planning
IRB	Institutional Review Board
ITO	Invitational Travel Authorization
JCWS	Joint Combined Warfighting School
JED	Joint Education Division

JLA	Joint Learning Area
JPME	Joint Professional Military Education
JQO	Joint Qualified Officer
LCSC	Leadership Communication Skills Center
LiFD	Leaders in Faculty Development
LoMC	Library of the Marine Corps
MAGTF	Marine Air Ground Task Force
MCTFS	Marine Corps Total Force System
MCTIMS	Marine Corps Training Information Management System
MCWAR	Marine Corps War College
MCU	Marine Corps University
MCUF	Marine Corps University Foundation
MCUP	Marine Corps University Press
MECC	Military Education Coordination Council
MMS	Master of Military Studies
MOA	Memorandum of Agreement
M&RA	Manpower and Reserve Affairs
NLT	No Later Than
OPME	Officer Professional Military Education
PAJE	Process for Accreditation of Joint Education
PD	Position Description
PDO	Professional Development Off-site
PII	Personally Identifiable Information
PLD	Permanent Limited Duty
PME	Professional Military Education

PO	Program Outcome
PPC	President's Planning Council
QEP	Quality Enhancement Plan
RA	Research Assistant
RAO	Regional Area Officer
RCSP	Regional and Cultural Studies Program
RGE	Regular Government Employee
RPME	Reserve Professional Military Education
SAW	School of Advanced Warfighting
SACSCOC	Southern Association of Colleges and Schools Commission on Colleges
SEPME	Senior Enlisted Professional Military Education
SEJPME	Senior Enlisted Joint Professional Military Education
SLO	Student Learning Outcomes
SNCOA	Staff Noncommissioned Officer Academy
SPEB	Student Performance Evaluation Board
TECOM	Training and Education Command
TOEFL	Test of English as a Foreign Language
TLS	Top Level School
VPAA	Vice President for Academic Affairs
VPBA	Vice President for Business Affairs
VPDL	Vice President for Distance Learning
VPOP	Vice President for Operations and Plans
VS	Volunteer Service