

CAC-24: Institution's climate, culture, and curriculum foster development of leaders with intellectual capacity.						As of: Final Draft 2012		
Criteria	Criteria Guidelines	References	Required Documents	Applicability				Mandatory Comments
				CoE	School/College	TRNCOA	RC	
<b>Criterion 24a:</b> Mental agility is clearly integrated throughout the curriculum, reflected in the institution's policies and processes, and exhibited by the institution's leaders.	<b>24a:</b> Does the learning environment reflect the complexity of the operational environment? Does the institution display a high regard for intellectual capacity and pursuits? Are developing leaders confronted with problems for which they have not been explicitly prepared? Are developing leaders expected to think for themselves and voice their ideas when appropriate? Are developing leaders expected to explain and support their ideas?	FM 6-22, para 6-1 to 6-8; <b>TRADOC PAM 525-8-2, Ch 1, para C-4</b>		X	X	X	X	Comment on any criteria not met.
<b>Criterion 24b:</b> The institution's leaders foster the development of sound judgment, innovation, interpersonal tact <b>and expertise</b> by setting an appropriate example for developing leaders.	<b>24b:</b> Are leaders at the institution ( <b>faculty</b> cadre and others) empowered to use their judgment and to innovate within the commander's intent? Do leaders display sound judgment in the absence of explicit guidance? Are leaders able – and as appropriate, willing – to explain their decisions? Do leaders innovate in unfamiliar or unexpected circumstances or to improve performance or efficiency? Do leaders communicate their ideas in a way that considers the perspective of the intended audience? <b>Do leaders possess expertise befitting a professional in the content-related field?</b>	FM 6-22, para 6-9 to 6-26 ; <b>TRADOC PAM 525-8-2, Ch 1, para C-10</b>		X	X	X	X	
<b>Criterion 24c:</b> The curriculum or other learning environment provides adequate opportunity for developing leaders to display sound judgment, innovation, interpersonal tact <b>and expertise</b> .	<b>24c:</b> Are developing leaders expected to provide a rationale for their decisions? Are developing leaders encouraged to think critically about their own ideas, as well as those of others? Are developing leaders afforded opportunities to attain and display mastery of course-related content? Are developing leaders expected to communicate ideas in a way that considers the perspective of the audience?	FM 6-22, para 6-9 to 6-26 ; <b>TRADOC PAM 525-8-2, Ch 1, para C-10</b>		X	X	X	X	

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<p><b>Criterion 24d:</b> Coaching, counseling and/or mentoring provide developing leaders constructive feedback on their mental agility, judgment, innovation and interpersonal tact, and expertise.</p>	<p><b>24d(1):</b> Does the institution recognize and reinforce display of strong intellect in its developing leaders?</p> <p><b>24d(2):</b> Does the institution recognize and provide coaching, counseling or mentoring to individuals who need development in the area of intellect?</p> <p><b>24d(3):</b> Reinforcement and development may be formal or informal, but should specifically address intellectual attributes.</p>	<p>FM 6-22, para 8-6 to 8-9. <b>TRADOC PAM 525-8-2, Ch 1, para 3-5</b></p>		X	X	X	X	
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