

CAC – 21: Institution’s mission, mission essential tasks (METL), goals, objectives, priorities and curriculum provides training and education for Army leaders to simultaneously conduct full spectrum operations (FSO) to achieve decisive results across the spectrum of conflict.

Criteria	Criteria Guidelines	How To Assess	Criteria Met, Not Met, or Not Assessed
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Note: Accreditation Standards are not a historical record of the school’s performance in training and education. Rather, accreditation must challenge the institution to look to the future; focus and engage the Army, Training and Doctrine Command (TRADOC) and U.S. Army schools on challenges they face in meeting their stakeholders’ definition of the value of their product – professional military education, and ensure the Army is providing the right education and training, using the right medium, to the right leader, at the right time and place. The TRADOC accreditation standards must challenge U.S Army schools to train and educate soldiers who are:

- ✓ Agile and adaptive.
- ✓ Able to operate and lead Army formations through the challenges of full spectrum operations in a joint, interagency, intergovernmental and multinational (JIIM) environment and leverage other capabilities in achieving their objectives.
- ✓ Critical and creative thinkers.
- ✓ Competent in their core proficiencies.
- ✓ Broad enough to operate across the spectrum of conflict.
- ✓ Culturally astute.
- ✓ Able to use this awareness and understanding to conduct operations innovatively.
- ✓ Courageous enough to see and exploit opportunities to the challenges and complexities of the operational environment.
- ✓ Grounded in Army values and warrior ethos.

<p>Criterion 21a: Institution’s mission, mission essential tasks (METL), goals, objectives, priorities and curriculum provides training and education for Army leaders to simultaneously conduct offense, defense and stability or support (ODSS) operations to achieve decisive results</p>	<p>21a(1): Institution’s training and education programs support its mission and METL.</p> <p>21a(2): Institution’s training and education are congruent with DA, TRADOC, CAC CASCOM, CoE and School, USAR and ARNG CTG as applicable.</p> <p>21a(3): Course managers, training developers</p>	<p>Get a copy and review the Institution’s mission(s) and METL.</p> <p>Crosswalk the Institution’s CTG with higher HQ’s CTG. Note degree of congruency.</p> <p>In Course Manager interviews and instructor and staff</p>	
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<p>across the spectrum of conflict.</p>	<p>and staff and faculty read, understand, and can articulate the mission, METL and guidance described in the Institution’s CTG as it relates to their training and education programs.</p> <p>21a(4): Institution has systems (such as Quarterly Training Briefs (QTBs) to assess CTG implementation and make adjustments as necessary.</p> <p>21a(5): Institution participates in military, academic, industry and other partnerships focused on shared education, training and service to the nation’s goals.</p> <p>21a(6): Institution has processes to evaluate and revise its mission, METL, goals, objectives and priorities. These processes involve the Institution’s stakeholders.</p>	<p>focus groups ask about the institution’s CTG, mission(s), and METL.</p> <p>Review related policy letters and SOPs.</p> <p>Explore in key leader interviews and instructor and staff focus groups.</p> <p>Review related policy letters and SOPs.</p> <p>Explore in key leader interviews and instructor and staff focus groups.</p> <p>Review related policy letters and SOPs.</p> <p>Explore in key leader interviews and instructor and staff focus groups.</p>	
<p>Criterion 21b: Institution has systematic and continuous assessment and feedback processes (such as after action reviews (AARs), end of course critiques (EOCCs), post instruction conferences (PICs), curriculum design reviews</p>	<p>21b(1): Involve instructors, training developers, course managers, senior leaders and others as determined by the Institution.</p> <p>21b(2): Are both bottom up (instructor driven) and top down (senior leader guidance, direction and priorities).</p>	<p>Review pre-visit survey data.</p> <p>Review the Institution’s self assessment.</p> <p>Review related policy letters and SOPs.</p> <p>Explore in key leader interviews and instructor and staff focus groups. Ask to see evidence of recent examples (e.g., decision briefings to the Institution’s leadership,</p>	

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<p>(CDRs...) in place to keep the courseware current, relevant and supporting its mission and METL. These processes:</p>	<p>21b(3): Result in decisions needed on changes needed to courses and materials and start making changes to the next time the material is taught in a course based on the Institution’s senior leaders’ decisions, available resources, and priorities.</p> <p>21b(4): The Institution (‘s):</p> <p>21b(4)(a): Leverages information technology to manage its change process and keep courseware current both for active and reserve courses.</p> <p>21b(4)(b): Provides feedback to faculty on their recommended changes to course materials recommended by the instructors.</p> <p>21b(4)(c): Leadership maintains contact with stakeholders such as other Institutions, CTCs, and ongoing Army operations to gain insight and understanding of trends involving their roles in full spectrum operations.</p> <p>21b(4)(d): Systematically collects, analyzes, decides, implements and assesses lessons learned to improve its curriculum.</p>	<p>feedback on recommended changes to instructors, and approval to use non-proponent developed training and education materials.).</p>	

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	<p>21b(4)(e): Uses proponent-approved course materials. Where Proponent course materials are outdated, the Institution coordinates with the proponent to obtain current materials.</p>		
<p>Criterion 21c: Institution’s curriculum reflects current doctrine, regulations, and other official Joint, Army, Proponent, and other publications as appropriate.</p>	<p>21c(1): Curriculum reflects Joint, Army Capstone and Branch Doctrine in the curriculum based on senior leader guidance (such as the Combined Arms Center Doctrine Education Training Board (CAC DETB)) and needs analysis by the Institution and within 90 days of the fielding of new field manuals.</p> <p>21c(2): Course materials reflect current Army (and other appropriate) regulations and technical manuals (e.g., Technical Bulletins, Safety of Use Messages...)</p>	<p>Review Course Management Plans (CMP) and a sample of lesson plans for the currency of Capstone and Branch doctrine referenced in the curriculum. Current references can be found at http://www.apd.army.mil/</p> <p>Explore in instructor and student focus groups.</p>	
<p>Criterion 21d: Institution’s curriculum uses appropriate scenarios</p>	<p>21d: The curriculum uses common scenarios designed, developed, and approved by TRADOC for full spectrum operations, the operational environment, a doctrinal foundation, and incorporate Army Battle Command Systems (as appropriate).</p>	<p>Review POI, CMP, and sample lesson plans.</p> <p>Explore in Course Manager interviews and instructor focus groups. Ask to see specific examples where common scenarios and Army Battle Command Systems are incorporated into the curriculum.</p>	
<p>Criterion 21e: Institution’s curriculum incorporates major combat operations</p>	<p>21e: Curriculum imparts fundamental major combat operations skills.</p>	<p>Review POI and sample lesson plans.</p> <p>Explore in Course Manager interviews, instructor focus groups, and student focus groups. Ask to see specific examples where common scenarios and Army Battle</p>	

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		Command Systems are incorporated into the curriculum.	
<p>Criterion 21f: Institution integrates student experiences into the training and education</p>	<p>21f(1): Students actively apply their operational experiences in incorporating observations, insights, lessons learned, and TTPs in:</p> <p>21f(1)(a): Classroom instruction.</p> <p>21f(1)(b): Assisting staff and faculty in maintaining existing courseware.</p> <p>21f(1)(d): Solving real world problem in the profession of arms.</p>	<p>Review Student Evaluation Plans (SEP) for evidence of course requirements to: 1) incorporate observations, insights, lessons learned, and TTPs; 2) assist staff and faculty in maintaining existing courseware; and 3) solve real world problem in the profession of arms.</p> <p>Explore in Course Manager interviews, instructor focus groups, and student focus groups.</p>	
<p>Criterion 21g: Institution’s curriculum provides appropriate geopolitical, culture, and language training and education.</p>	<p>21g: Curriculum provides opportunities to increase student geopolitical, cultural and language proficiency as determined by the Institution, senior leader guidance and available resources.</p>	<p>Explore in Course Manager interviews, instructor focus groups, and student focus groups.</p> <p>Discuss with the Institution’s cultural awareness lead/point of contact.</p>	
<p>Criterion 21h: Institution’s curriculum integrates relevant guest speakers.</p>	<p>21h: Institution has a program to bring leaders with relevant experiences into classrooms to dialogue with students and staff and faculty as appropriate.</p>	<p>Review POI and sample lesson plans.</p> <p>Explore in Course Manager interviews, instructor focus groups, and student focus groups.</p>	
<p>Criterion 21i: Institution’s curriculum provides shared training experiences.</p>	<p>21i: Shared training exists between officers, warrant officers (WOs) and NCOs to provide students with the kind of leadership experience needed to lead in units after graduation and make the education experience more effective</p>	<p>Review POI and sample lesson plans.</p> <p>Explore in Course Manager interviews, instructor focus groups, and student focus groups.</p>	

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	by cohort and multi-branch interaction where feasible, suitable, and acceptable.		
<p>Criterion 21j: Institution’s curriculum provides opportunities for information engagement as appropriate.</p>	<p>21j: Students are engaged in information engagement such as:</p> <p>21j(1): Writing blogs.</p> <p>21j(2): Conducting media engagement.</p> <p>21j(3): Submitting written works for publication.</p> <p>21j(4): Conducting a community outreach event.</p>	<p>Review POI, SEP, and sample lesson plans.</p> <p>Explore in Course Manager interviews, instructor focus groups, and student focus groups.</p>	
<p>Criterion 21k: Institution delivers training to the operating force.</p>	<p>21k: Institution supports the Army, where feasible and with available resources, by conducting mobile training teams (MTTs) to deliver training to units.</p>	<p>Review Institution’s METL and CTG.</p> <p>Ask for and review sample realted AARs.</p> <p>Explore in Course Manager interviews and instructor focus groups.</p>	
<p>Criterion 21l: Institution integrates Army Battle Command System (ABCS) training based senior leader guidance, priorities and available resources.</p>	<p>21l(1): Institution trains current Army ABCS systems and software.</p> <p>21l(2): ABCS training includes awareness, operator, integration, and decision maker levels.</p> <p>21l(3): Institution maintains a balance of analog and digital instruction as appropriate.</p>	<p>Review Institution’s CTG.</p> <p>Review POI, CMP, and related lesson plans.</p> <p>Explore in Course Manager interviews, instructor focus groups, and student focus groups.</p>	

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	<p>21l(4): Institution integrates ABCS systems into practical exercises (PEs), Field Training Exercises (FTXs), Situational Training Exercises (STX) and Command Post Exercises (CPXs).</p>		
<p>Criterion 21m: Institution implements directed training based on senior leader guidance and direction.</p>	<p>21m(1): Institution executes directed training from DA, TRADOC, CAC and CASCOM, USAR and ARNG as directed based on a needs analysis, training strategy, and training materials by the staff leads for the education systems and the training proponent.</p> <p>21m(2): If the training Proponent and Staff leads at TRADOC HQ , DCG-IMT, INCOPD and CAC (LD&E, WOCC, and CAL) , have not provided Institution a training strategy and training products, Institution conducts a needs analysis, determines a training strategy for training organizations to implement the directed training.</p> <p>21m(3): Institution provides assessment and feedback to the proponent and staff lead (s) on implementation of directed training.</p>	<p>Review Institution’s CTG.</p> <p>Review POI, CMP, and related lesson plans.</p> <p>Explore in Course Manager interviews, instructor focus groups, and student focus groups.</p> <p>Note: The current list of command directed training is located at TRADOC G-3/5/7 Web site: https://www.us.army.mil/suite/files/17464288</p>	
<p>Criterion 21n: Institution fosters knowledge management (KM) in its students, staff, and faculty and</p>	<p>The Institution:</p> <p>21n(1): Develops students to be technologically competent with knowledge</p>	<p>Doctinal reference for KM is FM 6-01.1.</p> <p>Review Institution’s CTG.</p> <p>Review POI, CMP, and related lesson plans.</p>	

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curriculum.	management tools. 21n(2): Trains students and faculty to use technology effectively in inquiry, practice, and creativity. 21n(3): Incorporates knowledge management tools in its curriculum and programs.	Explore in Course Manager interviews, instructor focus groups, and student focus groups.	

The Evaluator makes his/her overall assessment (Met, Met With Comment, Not Met) based on the number of criteria not met and the severity/impact of those criteria not met.

Overall Rating For Standard: _____