



DEPARTMENT OF THE NAVY

UNITED STATES NAVAL ACADEMY
121 BLAKE ROAD
ANNAPOLIS MARYLAND 21402-5000

COMDTMIDNINST 1600.5
APTITUDE OFFICE
01 MAY 2003

COMDTMIDNINST 1600.5

From: Commandant of Midshipmen

Subj: NAVAL ACADEMY REMEDIATION PROGRAM

Ref: (a) USNAINST 1610.3F
(b) COMDTMIDNINST 1610.2B
(c) COMDTMIDNINST 1600.2A
(d) USNAINST 1610.4A

Encl: (1) Sample Mentor Assignment Letter
(2) Sample Probation Letter Assigning a Midshipman to the Conduct Remediation Program
(3) Sample Aptitude Letter of Instruction Assigning a Midshipman to the Aptitude Remediation Program
(4) Sample Remediation Assignment Letter
(5) Sample Final Report of Remediation
(6) Remediation Process Flow Chart
(7) Reading lists

1. Purpose. To provide a remediation process for designated midshipmen with honor, conduct, dignity and respect, aptitude, or physical education (PE) deficiencies.

2. Cancellation. COMDTMIDNINST 1600.4 and COMDTMIDNINST 1610.1A.

3. Background. A tailored remediation system is necessary for designated midshipmen who require mentoring before commissioning. Midshipmen who appear before the Commandant at a formal Honor hearing, in accordance with reference (a), may be assigned to the Honor Remediation Program. Midshipmen who appear before the Commandant at an unsatisfactory Conduct Hearing, in accordance with reference (b), or whose cases the Superintendent reviews, may be assigned to the Conduct Remediation Program. In accordance with reference (c), the Brigade Aptitude Board, the Commandant, the Academic Board or the Superintendent may assign midshipmen to the Aptitude Remediation Program. The Commandant, Academic Board or the Superintendent, at their discretion, may also assign a midshipman to Conduct, Aptitude, Dignity and Respect or PE remediation as necessary. Dignity and Respect remediation will be assigned as necessary as a component of the Conduct Remediation Program.

4. Discussion. All tailored remediation programs have the following common elements:

a. The midshipman is placed in an environment, circumstance, or condition where he or she is encouraged and able to listen and think;

01 MAY 2003

b. The mentor, as a senior experienced officer who usually has little or no prior knowledge of the midshipman, will provide counsel to the midshipman;

c. The program includes a known, predictable, and certain consequence for lack of progression or failure.

d. The Commandant of Midshipmen will review and assess the success of each completed remediation case based on recommendations of the assigned mentor and remediation program manager.

5. Components. Each tailored remediation program will include individual components in accordance with the below matrix:

Table 1

REMEDIATION REQUIREMENTS

	Dignity and Respect	Probation	Plan of Action and Milestones	Journal	Weekly Meetings	Community Service	Essay	Mentor Assessment of Commissioning Potential
Honor		X	X	X	X	X	X	X
Conduct	*	X	X	X	X		X	X
Aptitude		X	X	X	X		X	X
P.E.		X	X	X	X		X	X

* The decision to impose Dignity and Respect remediation requirements will be made on a case-by-case basis, see Paragraph 6 below.

6. Dignity and Respect. Dignity and Respect requirements will be imposed on a case-by-case basis. Requirements should be tailored to the case. The facts of certain cases may bear on existing programs. Mentors should seek guidance from the SAVI, HERO, CMEQ and ADEQ program managers when appropriate.

7. Program Managers. A program manager will manage the daily administration of each program. Programs are listed in order of seniority:

Table 2

<u>Remediation Program</u>	<u>Program Manager</u>
Honor	Character Development
Conduct with Dignity & Respect	Character Development
Aptitude	Aptitude Officer
Conduct	Conduct Officer
Physical Education	Physical Education Officer

01 MAY 2003

8. Procedures

a. The Commandant has the authority to assign midshipmen to any and all Remediation Programs governed by this instruction. This authority is delegated to the Brigade Aptitude Board senior member during Brigade Aptitude Board proceedings.

b. If a midshipman is placed on Conduct Remediation, then the next decision is whether or not the midshipman requires Dignity and Respect remediation. If the midshipman requires Dignity and Respect remediation, then appropriate Dignity and Respect requirements should be imposed in accordance with paragraph 6 supra.

c. The Director of Character Development will administer all remediation programs. Midshipmen will be assigned remediation in writing. Examples of assignment include an Aptitude Board Letter of Instruction or a Conduct Probation Letter. Program managers will serve a letter of assignment to each assigned midshipman. If midshipmen are assigned multiple remediation programs, then the mentor of the senior program will execute all requirements of each remediation. Duplicate requirements will be treated concurrently, i.e., a midshipman will normally write one paper, keep one journal, etc.

9. Mentors

a. The Character Development Division will be responsible for the training, management, and tasking of mentors within each category of remediation program under this instruction. Mentors will normally be the rank of O-3 and above for PE remediation, O-4 and above for Dignity and Respect, Aptitude and Conduct remediation and O-5 and above for Honor remediation. Mentors should not have plans to retire during a midshipman's assigned remediation period. Mentors should not have any prior, day-to-day or long-standing relationships with any midshipman assigned to them for remediation. Examples of officers with day-to-day or long-standing relationships include, but are not limited to: sponsors, officer representatives, coaches, etc.

b. Honor remediation will be conducted in accordance with reference (d).

c. Conduct, Dignity and Respect, Aptitude, and PE remediation will be conducted as follows:

(1) Mentors will meet with their assigned midshipman on a weekly basis to discuss and evaluate the midshipman's progress, problems, and attitude. Remediation programs are typically assigned for two to six month terms, but the time can vary based on circumstances of the case.

(2) Mentors will maintain contact with the midshipman's Company and Battalion Officers throughout the remediation period.

01 MAY 2003

(3) Each midshipman will also be tasked with preparing a written paper, normally of at least ten pages in length. The readings and writing project should be tailored to the individual midshipman's deficiencies. The paper can be evaluated by other subject matter experts, e.g., ethicist, Leadership faculty, psychologist, etc., as appropriate.

(4) Midshipmen who are not enrolled in summer school may participate in summer training. If possible, midshipmen who participate in summer training should accompany their assigned mentors on summer training evolutions so the mentors can continue to act as role models. In any case, all midshipmen must have a written plan to maintain contact with their mentors at least weekly during the summer.

(5) Each midshipman will be required to keep a journal discussing their thoughts concerning their deficiencies, rehabilitation efforts and progress.

(6) The Company Officer will submit written feedback on the midshipman to the mentor as appropriate, via the Battalion Officer, throughout the remediation period and, in any case, at the conclusion of the remediation period. Comments by the Company and Battalion Officers will be included in the mentor's final assessment of the midshipman.

(7) Following completion of the remediation period, the assigned mentor will make a recommendation to the Commandant concerning the midshipman. Enclosures (1) through (5) provide the sample formats for all paperwork required for Remediation Programs other than Honor remediation. Enclosure (6) is a flow chart of the remediation process. The final report will be forwarded to the Commandant, via the Director of Character Development and the report without enclosures will be copied to the midshipman's Company and Battalion Officers.



J. R. ALLEN

Distribution:
Commandant
Deputy Commandant
Academic Dean and Provost
Division Directors
Head, PE Department (5)
Director, Character Development (5)
Staff Judge Advocate
Battalion Officers
Company Officers
Aptitude Officer
Conduct Officer
Commandant Admin Files (7)

01 MAY 2003

SAMPLE MENTOR ASSIGNMENT LETTER

From: Director, Character Development Division
To: (Mentor - Rank, Full Name, U.S. Service)

Subj: ASSIGNMENT AS A MENTOR FOR MIDSHIPMAN (FULL NAME, USN,
CLASS, ALPHA NUMBER)

Ref: (a) (COMDTMIDNINST 1600.2A/COMDTMIDNINST 1610.2B)

Encl: (1) (CONDUCT PROBATION LETTER/BRIGADE APTITUDE BOARD
LETTER OF INSTRUCTION) of (DATE) Assigning the
Midshipman to the Remediation Program
(2) Sample (SUBJECT) Remediation Assignment
Letter

1. Midshipman (LAST NAME)'s case was reviewed by the (COMMANDANT OF MIDSHIPMEN/BRIGADE APTITUDE BOARD) on (DATE). Midshipman (LAST NAME) was issued a (LETTER OF INSTRUCTION/PROBATION LETTER) and was placed on (SUBJECT) probation in accordance with reference (a). Midshipman (LAST NAME) has been assigned to the (SUBJECT) Remediation Program until (DATE).

2. You are assigned as the mentor for Midshipman (LAST NAME) while (HE/SHE) is in the (SUBJECT) Remediation Program.

3. The Mentorship Program provides an excellent opportunity to enhance a midshipman's professional development. As a mentor, you are the personal point of contact who will assist Midshipman (LAST NAME) in this development. The mentor-midshipman relationship must be one of a "reflective practicum." This practicum consists of a periodic discussion between teacher and student, one in which counseling is followed by periods of individual work and reflection. Enclosure (2) is a sample (SUBJECT) Remediation Assignment Letter. At a minimum, the program shall include:

a. An initial counseling session to determine what issue(s)/ circumstance(s) may have caused the problem. These factors should remain in focus throughout the entire (SUBJECT) Remediation period.

b. A midshipman-produced document, approved by you, to establish personal, academic, athletic and professional goals for the period. These goals should be specific and measurable.

Encl (1)

01 MAY 2003

The document will contain a Plan of Action and Milestones (POA&M). The midshipman will keep a journal in order to record (HIS/HER) progress.

c. A weekly counseling session to focus on lessons learned, application, POA&M review, and reflective thought.

d. An essay, normally at least ten pages, to address the remediation as it relates to (HIS/HER) duties as a midshipman and potential career as a naval officer. It should demonstrate a clear articulation that the midshipman understands honor and integrity as a component of character and the role of character in an officer's make up and in combat, as well as the important link between honorable conduct and honorable acts.

4. You are required to submit an evaluation of Midshipman (LAST NAME)'s commissionability at the conclusion of the (SUBJECT) Remediation Program. The report will include a complete overview of the practicum and its elements (paragraph 3). A sample letter is provided as enclosure (4). Your evaluation must include one of the following:

a. (SUBJECT) remediation successfully completed and a recommendation to remove Midshipman (LAST NAME) from the program;

b. (SUBJECT) remediation not successfully completed and a recommendation to extend the probation period for (X) length of time; or,

c. (SUBJECT) remediation not successfully completed and a recommendation that Midshipman (LAST NAME) be awarded an F in (SUBJECT - IN THE CASE OF DIGNITY AND RESPECT: APTITUDE) and be forwarded to the Superintendent for separation.

Your recommendation should be focused on an analysis of Midshipman (LAST NAME)'s officer potential and based on your observations in the (SUBJECT) Remediation Program. You are not limited to personal observations in arriving at your recommendation. If you believe Midshipman (LAST NAME) has failed the practicum and should be recommended for separation, please state why in specific terms.

5. The (SUBJECT) Remediation Program is a unique opportunity to improve the development of midshipmen in many ways. You play a critical role in the cognitive growth Midshipman (LAST NAME) will experience during this program. The intent of this

01 MAY 2003

guideline is to assist, yet not restrict you in your approach to this assignment. Please feel free to contact Character Development, Physical Education and the Commandant's Aptitude and Conduct Officers with any questions or concerns.

(DIRECTOR, CHARACTER
DEVELOPMENT)

Copy to:
Battalion Officer
Company Officer
Aptitude Officer

01 MAY 2003

SAMPLE PROBATION LETTER ASSIGNING MIDSHIPMAN TO THE
CONDUCT REMEDIATION PROGRAM

1600
DD Mmm YY

From: Commandant of Midshipmen
To: Midshipman (FULL NAME, USN, CLASS, ALPHA NUMBER)
Subj: CONDUCT PROBATION

1. After conducting a personal hearing with you on (DATE), I decided to retain you in the Brigade and give you the opportunity to successfully complete Naval Academy requirements and become a commissioned officer in the naval service.

2. You therefore are retained in the Brigade of Midshipmen in a probationary status. The terms of your probation are as follows:

- a. You will be on conduct probation until (DATE).
- b. You shall not commit any combination of major or minor conduct offenses, which will cause you to become further unsatisfactory in conduct.
- c. You will be assigned to the Conduct Remediation Program for a period of (XX) months and successfully complete the program.
- d. You shall strive to act as a proper role model for your classmates by diligently following the letter and the spirit of Midshipmen Regulations and all other Naval Academy instructions.

3. The following paragraphs apply to and are in affect for the term of your probation:

- a. Successful completion of IMPACT training.
- b. You are assigned to work for the Brigade ADEO and actively participate in the Right Spirit Campaign for the term of your probation.

4. Violation of the terms of your probation will result in you becoming further unsatisfactory in Conduct and may result in a recommendation for your discharge from the Naval Academy.

COMDTMIDNINST 1600.5

01 MAY 2003

5. You have been given a second chance to prove to yourself, to your fellow midshipmen and to your chain of command that you have a renewed dedication to our high standards. You are expected to become a model midshipman and to successfully complete your probationary period.

CONDUCT OFFICER

By direction

Copy to:
Battalion Officer
Company Officer
Conduct Officer

01 MAY 2003

SAMPLE APTITUDE LETTER OF INSTRUCTION ASSIGNING MIDSHIPMAN TO
THE APTITUDE REMEDIATION PROGRAM

1600
DD Mmm YY

From: Senior Member, Brigade Aptitude Board
To: Midshipman (FULL NAME, USN, CLASS, ALPHA NUMBER)

Subj: BRIGADE APTITUDE BOARD LETTER OF INSTRUCTION

Ref: (a) COMDTMIDNINST 1600.2A

1. A Brigade Aptitude Board was convened on (DATE) to review your aptitude for commission. The Brigade Aptitude Board determined that a deficient condition exists and decided that remedial action at the Brigade level was appropriate in accordance with reference (a). You are provided with this Letter of Instruction.

2. The following specific deficiencies were determined to exist:

- a. Lack of military bearing expected of a first class midshipman.
- b. Lack of personal accountability.
- c. Substandard self-discipline.
- d. Failure to demonstrate the leadership traits expected of a first class midshipman - the ability to inspire subordinates by personal example.

3. These deficiencies are determined to exist by evidence of the following:

- a. Two D's in Aptitude in six semesters at USNA.
- b. One F and one D in Conduct in six semesters.
- c. 305 career demerits at USNA.

4. You are directed to improve your Aptitude for Commission. In particular, you are expected to:

- a. Earn a B or better in Aptitude for Commission.

Encl (3)

01 MAY 2003

b. Adhere to the rules and regulations of the U.S. Naval Academy. Further conduct offenses during the remainder of your remediation will be reviewed by your Battalion Officer for action.

c. Plan and execute one or more company level events that require public speaking and training on an appropriate topic as selected by the Company Officer or Senior Enlisted Leader.

d. Present a memorandum to your Company Officer outlining your personal and professional goals for the remainder of the fall and spring semesters.

e. Meet with the Company Officer or Senior Enlisted Leader on a weekly basis for interactive feedback on how to improve identified deficiencies and to discuss specifics on how to improve your Aptitude for Commission grade to a B or better. Ensure these sessions are documented.

f. Maintain uniform, appearance, conduct, military bearing, and room standards expected of a first-class midshipman.

5. In addition, you will be assigned a military mentor as part of the Aptitude Remediation Program. You will be contacted at a later date with information and requirements. After being in the program for (XX) months, your commissionability will be reevaluated, and your mentor and Company Officer will recommend to me whether you should be retained as a midshipman.

6. Your chain-of-command is here to help you succeed. Take advantage of their wisdom and experience to guide you in your professional development. Assistance in achieving the improvement in aptitude for commission can be obtained from your Battalion Officer, Company Officer, Senior Enlisted Leader, and midshipman chain-of-command.

7. Other resources include:

- Midshipman Development Center
- Chaplains
- Academic Center
- Company/Brigade HEROs
- Marking Office/Remedial PE Program Coordinator

8. Should you require additional assistance, or if any factors develop that hinder your ability to improve your aptitude for commission, you are directed to inform me immediately via your chain-of-command.

01 MAY 2003

9. You should make every effort to achieve these goals to the best of your ability. Your chain-of-command will reevaluate your commissionability no later than **(DATE)** and will report to me on your progress. Failure to improve your aptitude for commission will result in my forwarding your case to the Commandant of Midshipmen with a recommendation for separation from the Naval Academy.

DEPUTY COMMANDANT OF MIDSHIPMEN

Copy to:
Company Officer
Battalion Officer
Aptitude Officer
Performance Jacket

01 MAY 2003

SAMPLE REMEDIATION ASSIGNMENT LETTER

DD Mmm YY

From: (MENTOR - RANK, FULL NAME, U.S. SERVICE)
To: Midshipman (FULL NAME, USN, CLASS, ALPHA NUMBER)
Subj: (SUBJECT) REMEDIATION
Ref: (a) (CONDUCT PROBATION LETTER/APTITUDE BOARD LETTER OF INSTRUCTION) of (DATE)
Encl: (1) Schedule of Readings (tailored to the individual midshipman's (SUBJECT) deficiencies)

1. Per reference (a), you have been assigned to the (SUBJECT) Remediation Program until (DATE). During this time, I will serve as your mentor. This program will consist of the following:

a. Weekly one-on-one sessions. During these sessions we will discuss the commission and leadership aspects of the military profession. Discussion will focus on your reflections and understandings of selected readings (see enclosure) and their applicability to your becoming a naval officer. You are responsible to schedule a one-hour block of time with me. If I deem it necessary for your remediation, we will meet, or engage in other activities, at more frequent intervals than one session per week.

b. Journal. With my help, you will produce a document to establish personal academic, athletic, and professional goals. The document will contain a Plan of Action and Milestones (POA&M). You will keep a journal to record your progress in reaching these goals.

c. Essay. You will turn in an essay (at least ten pages) to address your remediation as it relates to your duties as a midshipman and potential career as a naval officer. This essay is due to me NLT (DATE).

2. I will turn in a final report concerning this (SUBJECT) Remediation Program to the Commandant of Midshipmen, via the Deputy Commandant, at the end of the remediation period. In this report, I will assess your commissionability in each of the above areas and appraise your potential to serve as a naval officer.

Encl (4)

01 MAY 2003

3. You need to procure the following references:
 - a.
 - b.
 - c.
4. Enclosure (1) contains a list of articles you will read and discuss with me.
5. (If Dignity and Respect Remediation is assigned, insert the following paragraph...)As you work through your remediation, you will concentrate particularly on dignity and respect. Specifically you will (insert appropriate requirements in accordance with paragraph 6 of the instruction).
6. You may contact me at (PHONE NUMBER) or (EMAIL).

(MENTOR)

Copy to:
Battalion Officer
Company Officer
Aptitude Officer

01 MAY 2003

SAMPLE FINAL REPORT OF (SUBJECT) REMEDIATION

From: (MENTOR - RANK, FULL NAME, U.S. SERVICE)
To: Commandant of Midshipmen
Via: (1) Director, Character Development
(2) (SUBJECT MATTER EXPERT)
(3) Deputy Commandant of Midshipmen

Subj: FINAL REPORT OF (SUBJECT) REMEDIATION FOR
MIDSHIPMAN (FULL NAME, USN, CLASS, ALPHA NUMBER)

Ref: (a) Director of Character Development ltr of (DATE)
(b) (CONDUCT PROBATION LETTER, BRIGADE APTITUDE
BOARD LETTER OF INSTRUCTION, ETC) of (DATE)

Encl: (1) Required (SUBJECT) Essay

1. Per reference (a), this letter provides a review of Midshipman (LAST NAME)'s commissionability as observed in the (SUBJECT) Remediation Program. Reference (b) assigned Midshipman (LAST NAME) to the (SUBJECT) Remediation Program. Reference (a) assigned me as (HIS/HER) mentor during the period of (SUBJECT) Remediation.

2. One goal of the (SUBJECT) Remediation Program was to have Midshipman (LAST NAME) reflect upon (HIS/HER) experience in not meeting the (SUBJECT) standards of the Brigade and to recognize the central role strict adherence to professional standards play in the profession of arms. As a means to accomplish this goal, Midshipman (LAST NAME) was required to engage in discussions, establish a set of personal goals, and write an essay.

a. The basis of our discussions were drawn from (TEXTS AND READINGS). These discussions focused on the relationship of commissionability to officership. Midshipman (LAST NAME) was required to read selected articles prior to our meetings. In these sessions (HE/SHE) was tasked to discuss (HIS/HER) understanding of the ideas posited in the readings. During these meetings, I challenged (HIM/HER) to examine (HIS/HER) experience in violating regulations.

b. DISCUSSION OF CONDUCT, APTITUDE, AND ACADEMICS DURING PERIOD OF REMEDIATION

c. DISCUSSION OF ESSAY TOPIC AND QUALITY OF WRITING.

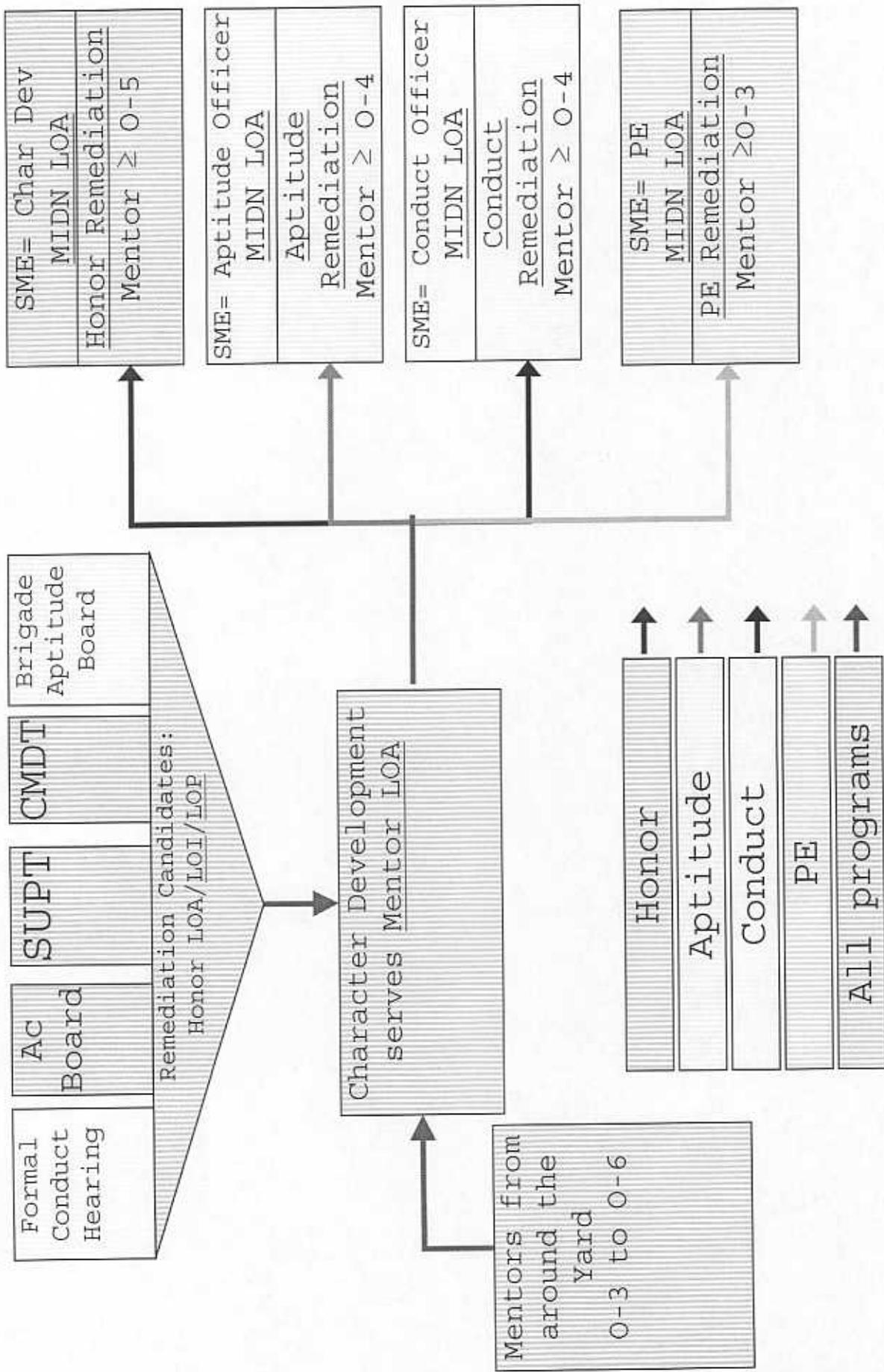
Encl (5)

COMDTMIDNINST 1600.5

01 MAY 2003

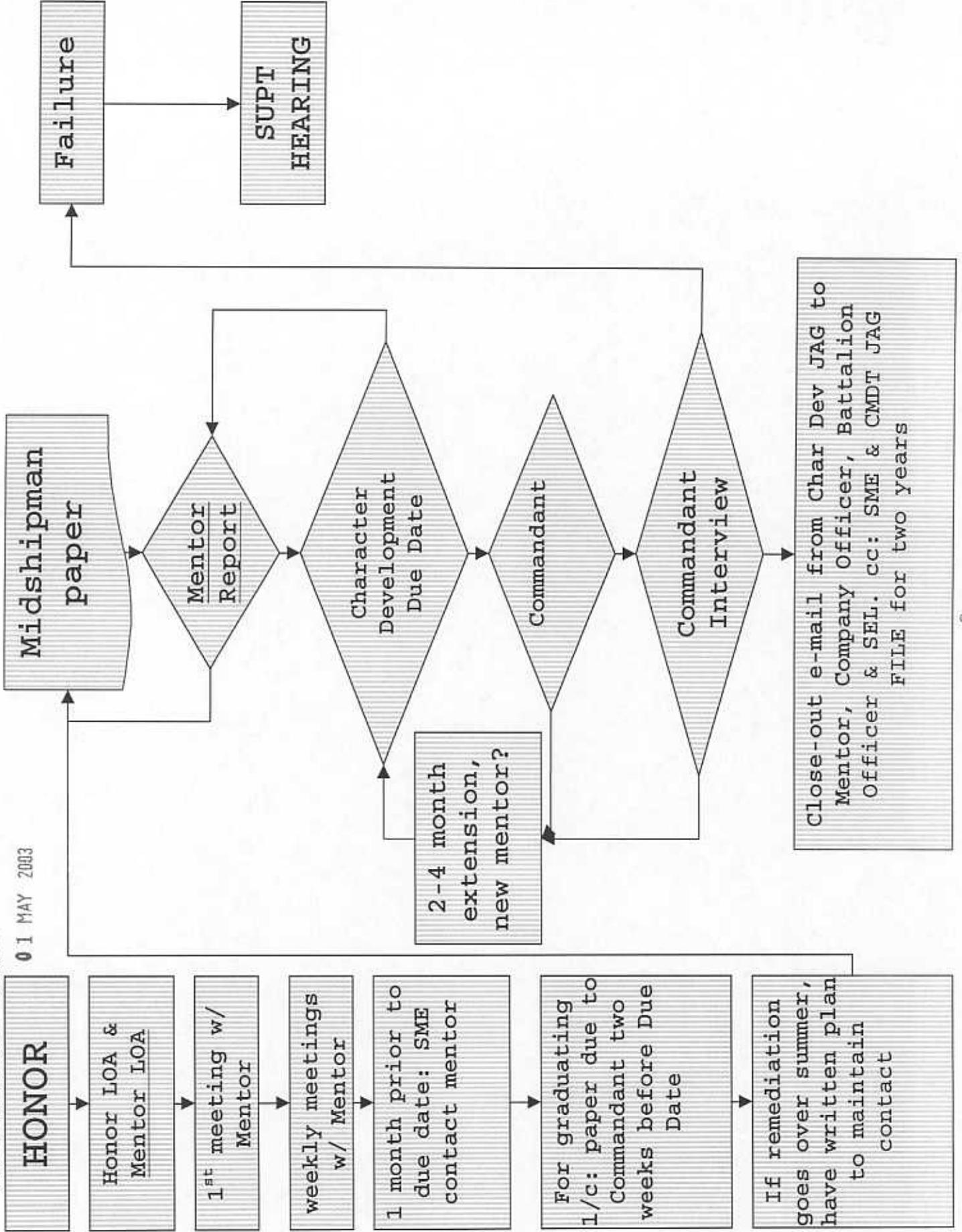
3. RECOMMENDATION.

W. T. DOOR

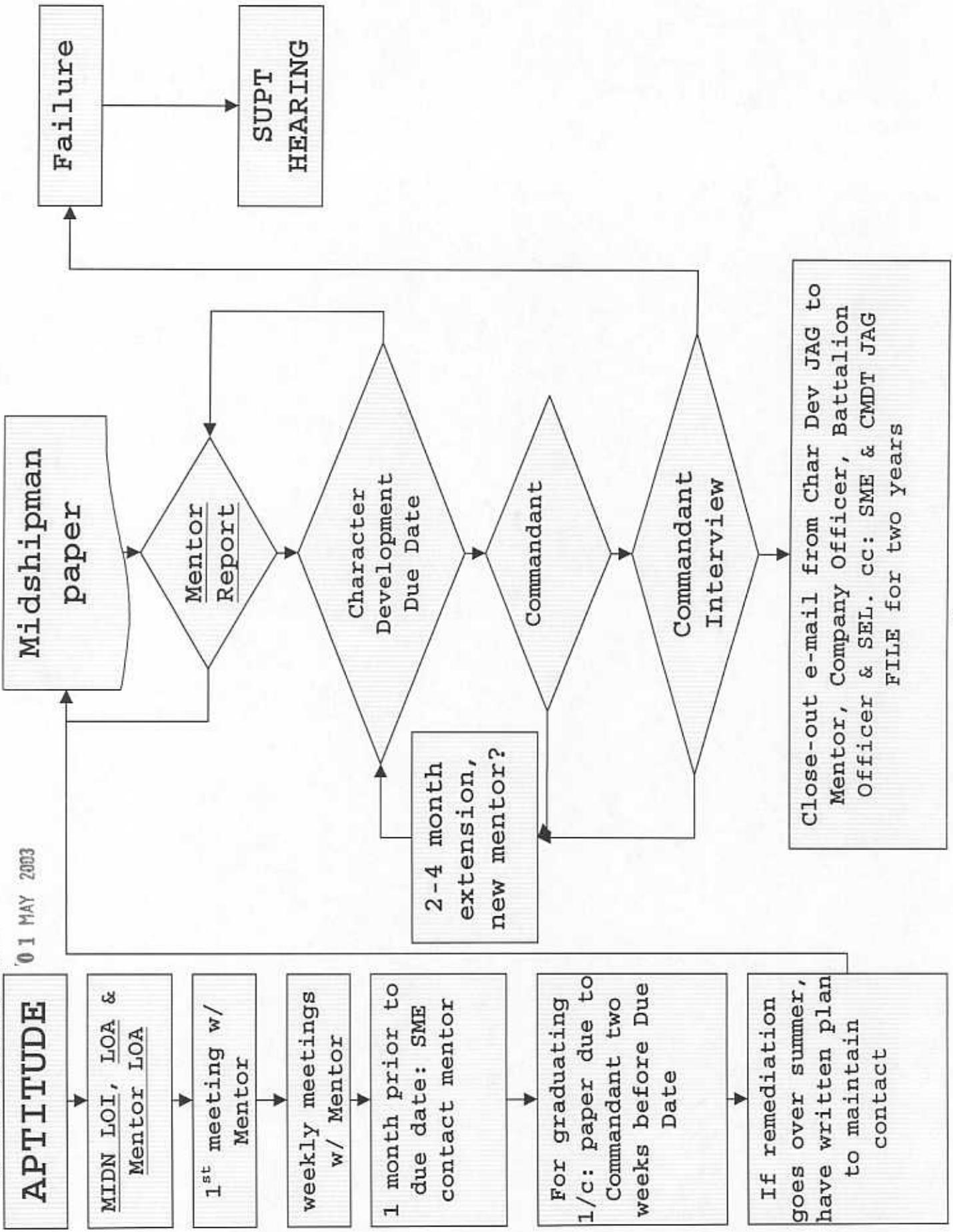


** Following pages illustrate the flow charts of each of the above programs.

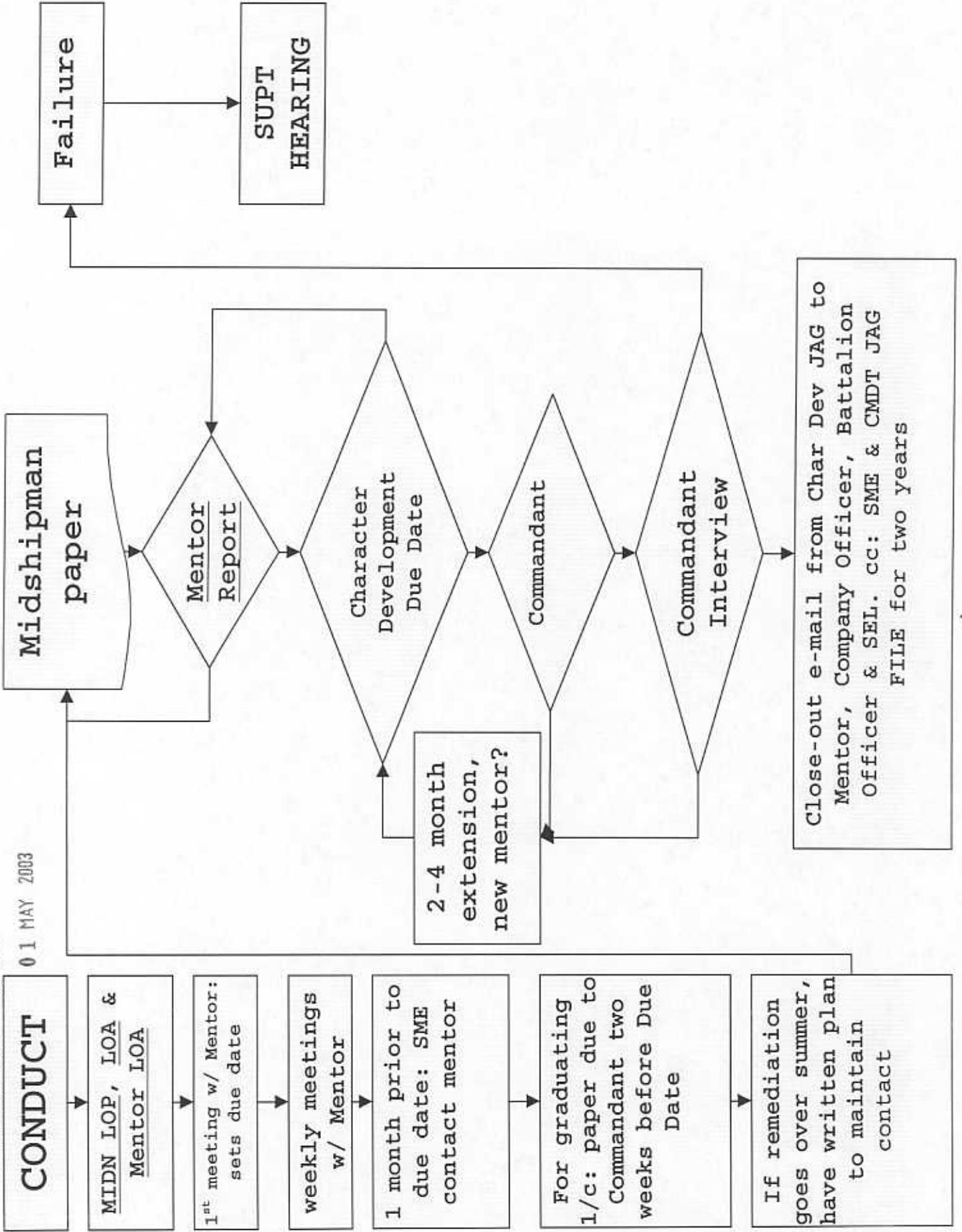
01 MAY 2003



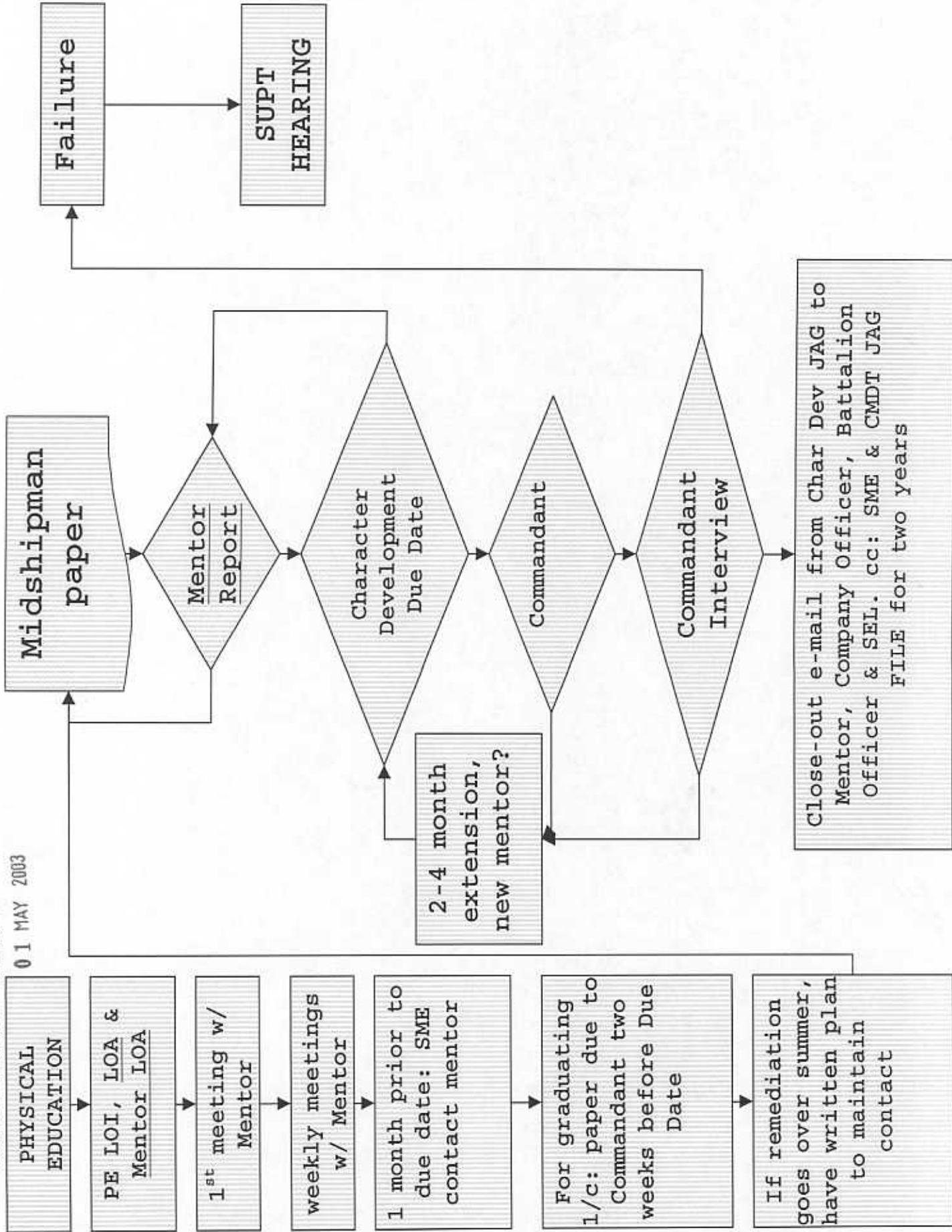
01 MAY 2003



01 MAY 2003



01 MAY 2003



01 MAY 2003

Remediation Reading Lists

1. Honor: see Character Development's website.
2. Aptitude for Commissioning
3. Conduct
 - a. Dignity and Respect
4. Physical Education

01 MAY 2003

2: Aptitude for Commissioning

The Commission

The Oath of Office

The Constitution: The moral position we are sworn to uphold.

Madison, Hamilton and Jay: The Federalist Papers: A dialogue on the logical and historical underpinnings of the moral position you are sworn to uphold.

The Manual for Courts-Martial, including the UCMJ: A product of the Constitutional system that applies to midshipmen.

Jonathan Shay: Trust: Lubricant for "Friction" in Military Operations. A gateway into the study of combat psychology -- what it will be like to defend the moral position we swore to uphold.

Strunk and White: The Elements of Style: How to write.

The Correspondence Manual: SECNAVINST 5216.5(series): How to format writing for the Navy.

Bertrand Russell: The Problems of Philosophy: A good introduction to logical philosophy.

C.S. Lewis: The Screwtape Letters: A very readable example of logical philosophy used to persuade and defend a moral position.

The Oxford Dictionary of Philosophy: General philosophical reference.

Stanford On-line Dictionary of Philosophy: Free but more voluble general philosophical reference.

Early Bird: What's in the public eye that the Department of Defense is concerned with.

S. L. A. Marshall, The Armed Forces Officer.

01 MAY 2003

3: Conduct

Aristotle: Nicomachean Ethics

Epictetus: Enchiridion

Lucius Annaeus Seneca: Letters from a Stoic: Epistulae Morales Ad Lucilium

Thomas Moore: Words of Common Sense for Mind, Body, and Soul

John Rachels: The Elements of Moral Philosophy

Laurence Kohlberg: Philosophy of Moral Development

Anthony Hartle: Moral Issues in Military Decisions

John Doris: Lack of Character

Rushworth Kidder: How Good People make tough choices

George Harris: Dignity and Vulnerability - Strength and Quality of Character

Josephy Reimer, et al: Promoting Moral Growth

3a: Dignity & Respect

Stephen Carter: Civility

Emily Post: Etiquette

Dr. P. M. Forni: Choosing Civility: The Twenty-Five Rules of Considerate Conduct

Sara Lawrence-Lightfoot: Respect

Websites for drug and alcohol information

- American Medical Association
- American Psychological Association
- National Institutes of Health
- MEDLINEplus

01 MAY 2003

4: Physical Education

Carla Hannaford, Ph.D.: Smart Moves. Dr. Hannaford discusses how physical activity is directly involved in all mental development. Do not judge this book by its cover.

Reliable books on the connection between mind and body are few because the scientific basis of the connection between mind and body is only beginning to be an exact science as biochemistry and molecular biology mature. Listed below are the web sites of some organizations chartered to develop, gather and disseminate knowledge about this holistic topic of health.

Web sites:

- [American Medical Association](#)
- [American Psychological Association](#)
- [National Institutes of Health](#)
 - [MEDLINEplus](#)
- [American Dietetic Association](#)
- [World Health Organization](#)

Topical web searches

- Neurotransmitters: serotonin, dopamine, acetylcholine (ACh); endorphins; norepinephrine; gamma-aminobutyric acid (GABA)
- Obesity, caloric intake, ATP, and Krebs's cycle
- Developing and inhibiting biochemical pathways
- Stress vs. anaerobic and aerobic exercise
- Sedentary activity and atrophy of connective tissue