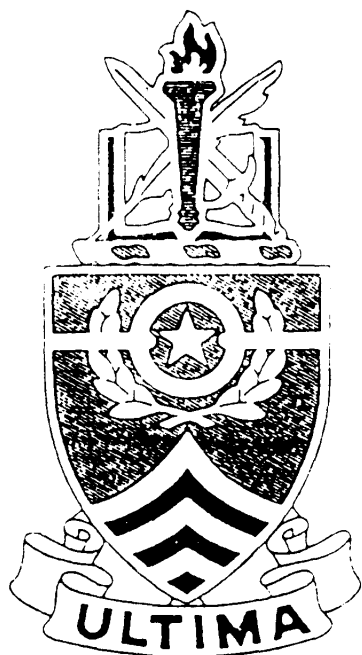


# U S Army Sergeants Major Academy



Annual Historical Review  
1 January–31 December **1988**

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US ARMY SERGEANTS MAJOR ACADEMY

ANNUAL HISTORICAL REVIEW

(RCS CHIS-6[R-3])

1 JANUARY 1988 TO 31 DECEMBER 1988

BY

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US ARMY SERGEANTS MAJOR ACADEMY

FORT BLISS, TEXAS

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## PREFACE

The year 1988 saw the continued growth and refinement of the United States Army Sergeants Major Academy. This history is set forth to retain the processes, reasoning, and results of the Academy's efforts during the period from 1 January 1988 to 31 December 1988, a period when the Academy continued to grow and expand in the Noncommissioned Officer Education System.

The narrative is based on information supplied by Academy Directorates, Departments, and the School Secretariat. It is further supplemented by correspondence, fact sheets, memorandums, and other primary sources. Significant sources form the attached appendixes. Additional documents are located in the Historical Files at the Museum of the Noncommissioned Officer.

Narrative presentation follows a topical structure based on the various Academy courses and administrative support departments. Major topics, such as the Noncommissioned Officer Education System, are divided into subtopics for clear understanding. The section entitled Administration is designed to cover a wide variety of support activities and functions which have played major roles in the Academy's development.

No attempt is made to provide a general flow to the variety of diverse topics. The US Army Sergeants Major Academy conducts several courses (Sergeants Major Course,

First Sergeant Course, Operations and Intelligence Course, and Personnel and Logistics Course), and serves as the proponent for the Advanced Noncommissioned Officer Course, Basic Noncommissioned Officer Course, and the Primary Leadership Development Course, all of which target a different audience. Add to this the administrative support departments, and a flowing narrative is not practical or desirable.

The primary elements which tie the review together are the "Introduction" and the "The Year in Retrospect." Any lies, misconceptions, or out-and-out failings of truth are the responsibility of the author and more than likely a result of some misunderstanding.

15 November 1989



L.R. ARMS  
Historical Officer  
US Army Sergeants Major  
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## COMMANDANT'S INTRODUCTION

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The year 1988 saw the continued growth of the US Army Sergeants Major Academy and the Noncommissioned Officer Education System. The new Sergeants Major Academy building allowed for expansion of courses and course loads. Though limited in many actions by budgetary constraints, the Academy accomplished much during the year.

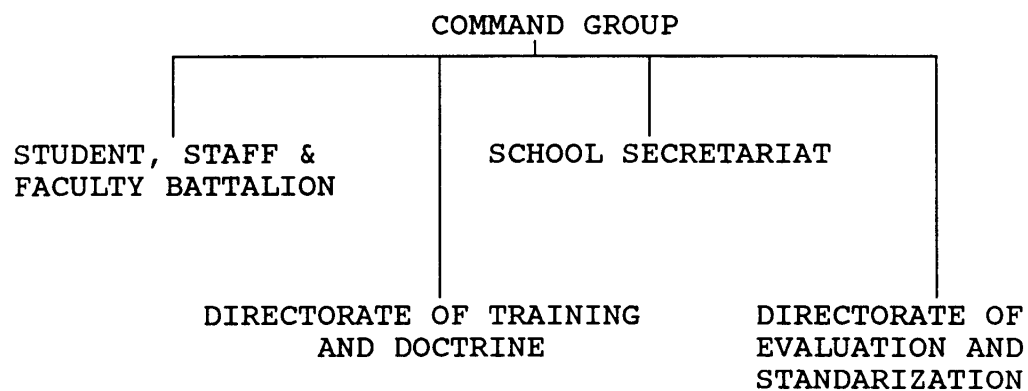
These successes expanded on the groundwork which had been laid for an enlarged Noncommissioned Officer Education System. The US Army Sergeants Major Academy, after years of growth, has emerged as the capstone of NCOES and a vital organization to the United States Army.

## LIST OF KEY PERSONNEL

|  |   |                               |
|--|---|-------------------------------|
| Commandant                             | COL Richard C. Edwards<br>COL Kenneth Simpson   | 1 Jan-12 Sep<br>13 Sep-31 Dec |
| CSM                                    | CSM Oren L. Bevins                              | 1 Jan-31 Dec                  |
| Assist Cmdt                            | LTC Blaine S. Ball                              | 1 Jan-31 Dec                  |
| School Secretary                       | LTC William T. Simmons<br>CPT Jeffery R. Holden | 1 Jan-30 May<br>1 Jun-31 Dec  |
| Dir. Training and<br>Doctrine          | LTC Edward C. Hanigan                           | 1 Jan-31 Dec                  |
| Dir. Evaluation<br>and Standardization | SGM Elvin Hobbs                                 | 1 Jan-31 Dec                  |
| Student, Staff &<br>Faculty Battalion  | SGM James E. Boofter                            | 1 Jan-31 Dec                  |



**ORGANIZATIONAL CHART**



## THE US ARMY SERGEANTS MAJOR ACADEMY

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On 17 May 1972, General William Westmoreland, Army Chief of Staff, approved the creation of a senior level course for the Noncommissioned Officer Education System. This course, General Westmoreland decided, would be named the United States Army Sergeants Major Academy.<sup>1</sup>

On 18 July 1972, the Continental Army Command issued General Order 98, officially creating the Academy, effective 1 July 1972. The first class started the following January.<sup>2</sup>

Originally, staffing for the Academy consisted of 47 officers, one warrant officer, 42 enlisted soldiers, and 30 civilians.<sup>3</sup> The number of officers has dwindled in recent years, and the number of civilians remained fairly constant; however, the number of enlisted personnel has risen to approximately 180 as more direct control of the Academy has been placed in the hands of NCOs.

For fourteen years the Academy used temporary buildings to house its facilities. Finally, a new Academy building was built and occupied in 1987. This multi-winged building had classrooms for 768 resident students, two auditoriums, an administrative wing, and a Learning Resource Center.<sup>4</sup>

The Academy role in NCOES and senior NCO education has also grown during the last fifteen years. What was originally intended to be an Academy for a singular senior level course for

NCOES now has grown, to encompass not only the Sergeants Major Course, but all common core elements of the Noncommissioned Officer Education System and several non-NCOES courses for senior NCOs.

In addition the Academy is responsible for the operation of the US Army Museum of the Noncommissioned Officer. This museum, which opened in 1981, depicts the history of the Noncommissioned Officer from 1776 to the present. The museum also operates the Noncommissioned Officer Oral History Program, which interviews NCOs from various time periods.

## THE NONCOMMISSIONED OFFICER EDUCATION SYSTEM

The Noncommissioned Officer Education System provides NCOs from sergeant to sergeant major with a progressive educational system. The system is made up of the Primary Leadership Development Course, the Basic Noncommissioned Officer Course, the Advanced Noncommissioned Officer Course, and the Sergeants Major Course . While all have a common core developed and written by the Sergeants Major Academy, only the Sergeants Major Course is administered by the Academy. Other courses are administered by their local commanders and have differing course work outside the common core.

The importance of the Noncommissioned Officer Education System has grown during the last few years and will continue in the future. Sergeant Major of the Army Julius Gates stated, "We are taking steps-expanding the linkage between leader development courses and promotions-to increase the quality of our noncommissioned officers." <sup>5</sup> The Army's commitment to NCOES can be shown in the adoption of policies that would require the Sergeants Major Course for promotion to command sergeant major and ANCOC for promotion to master sergeant. Beginning in October 1989, PLDC will become a requirement for promotion to sergeant, and in 1990, BNCOC <sup>6</sup> will be required for promotion to sergeant first class.

On 23 July 1982 the Academy was assigned as the proponent for the Primary Leadership Development Course

(PLDC). PLDC is designed as a non-MOS specific leadership course for E-5's. Emphasis is placed on how to lead and train, and on the duties, responsibilities and authority of NCOs. The course contains six major blocks of instruction: Leadership; Communications; Resource Management; Training Management; Professional Skills; and Military Studies.

In March, 1984, the Academy established the Basic Noncommissioned Officer Course (BNCOC). BNCOC is designed to stress performance training technical skill related to MOS-critical job tasks. The target group for this course is the E-6. The course contains five blocks of instruction: Leadership; Training Management; Professional Skills,<sup>7</sup> Resource Management; and Military Skills.

On June 3 1981 Headquarters TRADOC designated USASMA as the proponent for the development and maintenance of common leadership training for the Advanced Noncommissioned Officer Course (ANCOC). ANCOC prepares soldiers for duties at the E-7 grade. Courses stress MOS-related tasks with emphasis on technical skills, advanced leadership, and knowledge of military subjects required to train and lead other soldiers. The major subject areas are: Leadership; Operations and Tactics; Professional Skills; Effective Communications; Resource Management; and Training Management.<sup>8</sup>

The Sergeants Major Course is the capstone of the Noncommissioned Officer Education System. It prepares selected E-8's and E-9's for troop and staff assignments.

This course is twenty-two weeks in length and requires a permanent change of station. A nonresident version of this course is also conducted by the Academy.<sup>9</sup>

The core curriculum is divided into four basic areas: Leadership; Resource Management; Military Studies; and National Security Affairs. Lesson materials are supplemented by prominent speakers.<sup>10</sup>

### SENIOR TASK-ORIENTATED COURSES

In addition to the NCOES, the Academy is responsible for several senior task-oriented courses. These courses are the First Sergeant, Operations and Intelligence, the Personnel and Logistics Course, and the Command Sergeant Major Course.

The First Sergeant Course is designed to train E-7s and E-8s in the duties of the First Sergeant position. Two Active Army courses exist, one administered by the Academy and the other administered by the 7th Army in Europe.<sup>11</sup>

The First Sergeant Course started on 5 October, 1981. It is an eight-week, temporary-duty course designed to stress the aspects of training.<sup>12</sup>

The Operations and Intelligence Course is designed to train any MOS, E-7, E-8 or E-9 to become an operations (S-3) or intelligence (S-2) sergeant at the Battalion, Brigade, Division or Corps level. The Academy was made the proponent for this ten week course on March 9, 1984.<sup>13</sup>

The Personnel and Logistics Course was designed to train E-6's and above to serve as personnel or logistics sergeants at the Battalion or higher level.<sup>14</sup>

On 23 December 1988 Army Chief of Staff, General Carl Vuono, initiated the Command Sergeant Major Course. The intent of this course is to train new Command Sergeants Major for initial assignment as battalion CSMs. Development and a pilot course were scheduled for 1989.<sup>15</sup>

### **RESERVE COMPONENT COURSES**

In order to bring Reserve elements more in line with training received by the Active Army's NCOES, a system for similar training was established. This system includes ANCOC, BNCOC, PLDC, and a First Sergeant Course.<sup>16</sup>

In 1988, the Directorate of Training and Doctrine at the Academy began development of a new reserve-component-only course, Battle Staff. The course was designed to meet a deficiency identified in reserve component NCOs at the battalion/brigade level in tactical operations. Completion of the course and a pilot were scheduled for 1989. The pilot would be held at Camp Beauregard, Louisiana.<sup>17</sup>

DOTD's development of the Battle Staff course, under SGM George Guier, centered on using outside assistance from Active Guard and Reserve units. This mode of operations became standard for future reserve component course development.<sup>18</sup>

## COURSES AT USASMA

### SERGEANTS MAJOR COURSE

#### CLASSES

Class #30 began formal instruction in August, 1987. The class graduated 253 students; 220 regular Army, 9 Army Reserves, 11 National Guard, and the rest from sister services. Of the graduates 198 had attended the Advanced Noncommissioned Officer Course and 91 were graduates of the First Sergeant Course. This class included two brothers, Master Sergeants Hiram L. and Ronald G. Claystone.<sup>19</sup>

During mid-1986 considerable discussion centered around expansion of the Sergeants Major Course to require attendance at the course to be a prerequisite for promotion to E-9. Additional quotas for the Army Reserve and National Guard were set in 1987. The Reserve Component space allocations for the Sergeants Major Course increased from 34 (16 USAR & 18 ARNG) to 90 (40 USAR & 50 ARNG). This increase would begin with Class #31.<sup>20</sup>

Class #31 began formal instruction in February 1988 with 450 students. Forty-three students were from the USAR and ARNG. Five students were from allied nations, thus creating the first truly international class. Of the students 329 were graduates of ANCOC, and 168 had attended the First Sergeant Course.<sup>21</sup>

Class #32 which began in August, was even larger than



Class #31 with 473 students. Allied participation dropped to two, but USAR and ARNG rose from 43 to 48. The number of ANCOG and First Sergeant Course graduates were 347 and 155.<sup>22</sup> Of the classes 473 students 248 had combat experience.

#### NONRESIDENT COURSE

In April, 524 students enrolled in Class 15 of the USASMA Corresponding Studies Program. This 30 percent increase over the previous year led TRADOC to increase the class base to 520 students. The class consisted of 300 students from the Regular Army, 88 from the USAR, and 136 from the National Guard.<sup>23</sup>

When Reserve components requested 100 additional seats in the program to cover annual E9 attrition, TRADOC agreed to gradually increase the class base over the next three years. The class base will increase to 550 for 1989, 580 for 1990, and 620 for 1991.<sup>24</sup>

In July, 367 students attended the two week in-house conclusion and graduated from the Sergeants Major Course. These students consisted of 188 from the Regular Army, 54 from the USAR, and 125 from the National Guard.<sup>25</sup>

Throughout the year, the efficiency and effectiveness of the Corresponding Studies Division was enhanced by increasing utilization of word processing and data processing equipment.<sup>26</sup>

## SENIOR NCO COURSES

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### FIRST SERGEANT COURSE

After expanding in 1986, the First Sergeant Course continued to operate six classes annually during 1988. Each class was made up of 135 to 114 students.<sup>27</sup>

### OPERATIONS AND INTELLIGENCE COURSE

Class 1-86 began formal instruction on 24 January 1987. After extensive validation several portions of the course received major adjustments. This course continued throughout 1988 with 54-96 students in each class.<sup>28</sup>

### PERSONNEL AND LOGISTICS COURSE

During the latter part of 1986, General Vuono, then TRADOC Commander, directed the development of a Personnel and Logistics course, and Headquarters Combined Arms Center designated the Sergeants Major Academy as the proponent for the course.<sup>29</sup>

The course was designed to be four weeks in length, with an optimum size of forty-five students. A validation class was conducted in February 1987 and a second class graduated in September of the same year. In January 1988 the course was turned over to the USASMA staff and faculty for implementation.<sup>30</sup>

## USASMA ADMINISTRATION

### PERSONNEL

During 1988 the Academy's personnel situation remained as it had been in 1987: critical. For example: the School Secretary position, once filled by a Lieutenant Colonel, was occupied by a Captain who doubled as Adjutant, for most of the year; the Museum Curator, GS-1015-09, was hired on a temporary basis at the GS-1016-07 level; and the Chief of IMD, a GS-334-11, remained totally vacant until the last two months of the year. Budgetary constraints prevented the filling of several civilian positions until the FY 1989 funds became available. Although the Academy's duties and responsibilities were expanding during this period, there were few civilians and even fewer officers to operate the Academy. This forced the Academy's staff to assume more duties and responsibilities.

On Tuesday, 13 September 1988, Academy Commandant Colonel Richard Edwards was replaced by Colonel Kenneth W. Simpson. Colonel Simpson began his career in 1963 as an enlisted man. In 1965 he entered Officer Candidate school at Fort Sill. He was commissioned in 1966 and served in Vietnam during 1967.

On 5 October, Robert Valdes was named Fort Bliss Handicapped Person of the Year. Mr Valdes was selected for his initiative, continuing acceptance of increased

responsibilities, ability to meet new challenges, and exceptional enthusiasm. He was responsible for a wide spectrum of clerical support for the Corresponding Studies Branch.<sup>32</sup>

### **INFORMATION MANAGEMENT**

As the Academy has enlarged and assumed new responsibilities the management of information has become increasingly important. For this reason the Academy has increased computer acquisition and usage in recent years and established the Information Management Division.<sup>33</sup>

In 1987, the GS-334-09, Chief of IMD position became vacant when Mr. Alex Fajardo transferred. Due to budget cuts the position remained vacant until FY 89 funding supported filling the position. In February, 1988, SSG Simmons (MOS 74D3) was added to the staff. Her duties involved supporting users, problem determination, and ADPE and software accountability. Meanwhile the GS-334-09, while vacant, was successfully upgraded to GS-334-11 Supervisory Computer Systems Analyst, and by year's end Mr. John Burt filled this position. Staffing for IMD at this point included: a GS-334-11; two 74Z5 E9's; two 74D3 E6's; and two GS-305-04 mail clerks.<sup>34</sup>

In 1988 the Information Management Division established two primary objectives: support the effective utilization of ADP equipment and software, and ensure all information management capabilities were put in service.<sup>35</sup>

Responsibilities multiplied, especially in the mission areas of telecommunications, visual information, and records management.<sup>36</sup>

Budget cuts also prevented the implementation of initiatives by the Information Management Division to procure a local area network. While some expansion was realized, the budget situation prohibited executing any significant plans for extending and enhancing automation at the Academy.<sup>37</sup>

During 1988 IMD focused on two long range goals: the integrating of all standalone desktop microcomputer systems into two local area networks and the acquisition of lapheld microcomputers and software. The first goal would create one local area network for administration, training development, and maintenance, and another for training. The second goal would support Sergeant Major Course computer literacy. Long range plans include video conferencing, data links for transfer of lesson material throughout the TRADOC community, and battle simulation and wargaming.<sup>38</sup>

In January, IMD established a bulletin board host system to explore the feasibility of lesson material transfer to other NCOES schools and providing electronic mail service to training developers. While the concept for data connectivity proved operable, compatability problems with various word processing software packages at each school and installation impaired functionality of the operation. After evaluation, the host system was retained

in service to support electronic mail within USASMA and  
those outside activities that wished to use it.<sup>39</sup>

Increasing productivity through technology, IMD developed an Academic Evaluation Report generating system which automated all "fixed" student data on the AER form. This innovation allowed faculty advisors to select standard comments or enter their own remarks for each category of evaluation. The system reduced the time to produce final  
AER by 90 percent.<sup>40</sup>

As the Academy adapted to increased computer usage three major problems have occurred: a lack of funding to acquire Intra-Academy local area network service to all networked users, and gateway linkage to Fort Bliss and beyond; the lack of a software support group; and failure by functional (Academy operating) personnel to consider information management requirements early in their planning process. The lack of a software support group leads to non-adherence to DA standards, and too often, the design and development of local unique application which hampers any standardization. Failure by functional personnel to consider information management requirements leads to rush activity by IMD and DOIM from Fort Bliss. This absolutely  
destroys IMD priorities and schedules.<sup>41</sup>

## **LEARNING RESOURCE CENTER**

During 1987, the move to the new Academy complex formed the major focus for staff efforts within the Learning Resource Center. The new facility offered 24,000 square feet of usable space, three times that of the old LRC building.

In 1988, the LRC staff continued to adapt to their new building. With course expansion and new courses at the Academy, the year proved very busy. The great number of information requests taxed the staff, but the LRC increased services in a number of ways, including automated service areas. The number of books held by the LRC was expanded to fill empty shelving space. In total, the year 1988 was one in which the LRC greatly increased productivity to the Sergeants Major Academy.

## **MUSEUM OF THE NONCOMMISSIONED OFFICER**

In preparation for recertification, the museum received a Staff Assistance visit from the Center of Military History in August, 1986. A formal plan of action was implemented to address all corrective measures needed to achieve recertification. During 1988 this plan was the centerpiece of museum recertification efforts.

In May, Mrs Patricia Rhodes was hired as temporary GS-1016-07, Museum Technician. The hiring of Mrs Rhodes, former TROSCOM Historian, returned the museum's staff to

two. Though this greatly helped the museum, it meant that the GS-1015-09 position remained vacant. There was some doubt that the GS-09 position would remain with the museum in 1989.

During July 1988 the Center of Military History sent a two-person inspection team to inspect the NCO Museum. John Manguso, Fort Sam Houston, served as the Team Captain, and was assisted by Kathy Hanson. The certification team spent two days thoroughly viewing museum records, files, and procedures.

In October, at the Army Museum Conference, final word was returned to the museum--certification had been maintained. The certification report cited personnel shortages as the major shortfall of the museum.

Part of the preparation for certification included development of the museum's storyline. Expansion of this work continued in the latter part of 1988. By year's end the work, entitled A Short History of the NCO, was ready for distribution.

#### **USASMA HISTORIAN**

During 1988, as always, there was talk of hiring a historian at the Sergeants Major Academy, thus removing the duties from the museum's Director, L.R. Arms. As in years gone by, a lot of talk about a historian did little to bring a body on board. The Directorate of Training and Doctrine received a 5X historian, Major Christopher Clark, for course



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development and military history integration. This separated the historical duties into two areas: Major Clark, working in DOTD with responsibility for course development and historical integration; Mr Arms, who wrote the Annual Historical Review, maintained the Academy's historical files, and responded to historical inquiries.

Major Clark worked on integrating military history in all courses prepared by the Academy's DOTD. He reviewed or revised several lessons in the Sergeants Major Course and prepared military history lessons for PLDC, and BNCOC/ANCOC common leader training. Budget restraints prevented the Academy from implementing a Staff Ride for the Sergeants Major Course, however, DOTD continued to research options throughout the year.

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In November the Annual Historical Review was completed. It was sent to the CAC Historian, the TRADOC Historical Office, and the Center of Military History.

#### **CHANGES AT BIGGS FIELD**

During 1988, engineers began demolition of many temporary buildings around the Academy. Destruction of these buildings caused the moving of the Hazel L. Bainbridge Little House to building 11268, the old mess hall. Accordingly on 17 November 1988 the Academy arranged for a ribbon-cutting ceremony to dedicate part of the structure for use by Academy spouses.

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## THE YEAR IN RETROSPECT

The US Army Sergeants Major Academy entered 1988 with a sense of major accomplishment. The year 1987 had seen the completion of the new Academy building. This structure gave the Academy a bright, new appearance. Even though budgetary constraints appeared as a growing threat to the Academy's well being, growth in course loads and course numbers produced a new vitality for the Academy.

During 1988, this new vitality continued to grow at the Academy. The added emphasis placed on the Noncommissioned Officer Education System courses for career progression, the expansion of NCOES into reserve forces, and the inception of new courses, such as the Command Sergeants Major Course, all gave the staff and faculty at the Academy a greater sense of mission throughout the year.

## TERMS AND ABBREVIATIONS

1. Academy-US Army Sergeants Major Academy-used to cover all aspects of the organization, including the Sergeants Major Course, the First Sergeant Course, the Directorates, and the School Secretariat.
2. ANCOC-Advance Noncommissioned Officer Course-the Academy is the proponent for the Common Core of this course.
3. BNCOC-Basic Noncommissioned Officer Course-the Academy is proponent for the Common Core of this course. Also known as Skill Level III.
4. CAC-Combined Arms Center, Ft. Leavenworth.
5. CSI-Combat Studies Institute, Ft. Leavenworth.
6. CLT-Common Leader Training.
7. CSD-Corresponding Studies Department, USASMA-responsible for the nonresident Sergeants Major Course.
8. DOES-Directorate of Evaluation and Standardization, USASMA.
9. DOTD-Directorate of Training and Development, USASMA.
10. FGM-Faculty Group Member.
11. FMS-Foreign Military Student.
12. IPR-In Process Review.
13. IMMP-Information Management Master Plan.
14. LRC-Learning Resource Center.
15. MHEP-Military History Education Program-program described in TRADOC Regulation 350-13 to integrate and present history into all course material.
16. MS-Military Studies.
17. NCOES-Noncommissioned Officer Education System-series of courses developed to train and educate NCO's from E-5 to E-9. PLDC, BNCOC, ANCOC, and the Sergeants Major Course are the courses which presently make up NCOES.
18. NCO Museum-US Army Museum of the Noncommissioned Officer.

19. NCO Museum Association-nonprofit organization established to assist the NCO Museum.
20. O&I-Operations and Intelligence Course.
21. P&L-Personnel and Logistics Course.22. PLDC-Primary Leadership Development Course.
23. RC-Reserve Components.
24. RTD-Resident Training Department, USASMA.
25. SS-School Secretary
26. SATFA-Security Assistance Training Field Activity.
27. SMC-Sergeants Major Course-name applied to Sergeants Major Academy to diiferentiate between the course attended by E-8's and E-9's and the entire USASMA organization.
28. SME-Subject Matter Expert-formerly FGM. Used by the Sergeants Major Course to facilitate the small group process.
29. TRADOC-Training and Doctrine Command.
30. TSP-Training Support Package.
31. USAADAS-United States Army Air Defense Artillery School.
32. USASMA-United States Army Sergeants Major Academy-used to cover all aspects of the Academy organization and not limited to the Sergeants Major Course.

## ENDNOTES

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12. USASMA Fact Sheet, Functional Courses.
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29. USASMA AHR 1987.
30. DOTD Feeder Report 1988.
31. USASMA Fact Sheet, Colonel Kenneth W. Simpson.
32. The Monitor, "Awards luncheon honors handicapped employees," October, 1988.
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37. Ibid.
38. Ibid.
39. Ibid.
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43. Ibid.
44. The Monitor, "Community upgrades Hazel L. Bainbridge Little House," November 17, 1988.

## APPENDIXES

APPENDIX A





**UNITED STATES ARMY  
SERGEANTS MAJOR ACADEMY**

US ARMY SERGEANTS MAJOR ACADEMY

CLASS 30 PROFILE

CORRECTED COPY

|                                     |     |   |                            |
|-------------------------------------|-----|---|----------------------------|
| <u>STUDENT LOAD:</u>                | 260 | <u>QUALIFICATIONS AND SPECIAL SKILLS:</u> | <u>CIVILIAN EDUCATION:</u> |
| RA                                  | 228 | Air Assault                               | 20                         |
| USAR                                | 9   | Airborne                                  | 56                         |
| ARNG                                | 11  | Drill Sergeant                            | 71                         |
| USN                                 | 5   | Flying Status                             | 9                          |
| USNR                                | 1   | Instructor                                | 92                         |
| USMC                                | 3   | Jungle Expert                             | 33                         |
| USAF                                | 2   | Linguist                                  | 20                         |
| USCG                                | 1   | NBC                                       | 30                         |
|                                     |     | NCO Logistics Program                     | 20                         |
| <u>GRADE BREAKDOWN:</u>             |     | Pathfinder                                | 9                          |
| E-9                                 | 16  | Ranger                                    | 16                         |
| E-8(P)                              | 28  | Recruiter                                 | 24                         |
| E-8                                 | 216 | RREO                                      | 5                          |
|                                     |     | Special Forces                            | 8                          |
| <u>MOS BREAKDOWN/TOTAL NO. MOS:</u> | 58  | Seals                                     | 0                          |
| Combat                              | 81  | Submariner                                | 2                          |
| Combat Support                      | 53  | FSC USASMA                                | 63                         |
| Combat Service Support              | 114 | FSC Munich                                | 28                         |
| Others (USN, USMC,<br>USAF, USCG)   | 12  | <u>ANCOC GRADUATES:</u>                   | 198                        |
| <u>MARITAL STATUS:</u>              |     | <u>AGE:</u>                               |                            |
| Married                             | 240 | Oldest                                    | 51                         |
| Single                              | 20  | Youngest                                  | 32                         |
|                                     |     | Average                                   | 39                         |
| <u>SEX:</u>                         |     | 50-54                                     | 3                          |
| Male                                | 254 | 45-49                                     | 8                          |
| Female                              | 6   | 40-44                                     | 83                         |
|                                     |     | 35-39                                     | 151                        |
|                                     |     | 25-34                                     | 15                         |
|                                     |     | <u>LEADERSHIP EXPERIENCE:</u>             |                            |
|                                     |     | Command Sergeant Major                    | 14                         |
|                                     |     | Sergeant Major                            | 34                         |
|                                     |     | First Sergeant                            | 196                        |
|                                     |     | <u>MANYEARS:</u>                          | 4479                       |
|                                     |     | Longest Years of Service                  | 23                         |
|                                     |     | Shortest Years of Service                 | 11                         |
|                                     |     | Average Years of Service                  | 17                         |
|                                     |     | <u>COMBAT EXPERIENCE:</u>                 |                            |
|                                     |     | Yes                                       | 147                        |
|                                     |     | No  | 113                        |
|                                     |     | <u>TRAVEL STATUS:</u>                     |                            |
|                                     |     | Unaccompanied                             | 112                        |
|                                     |     | Accompanied                               | 148                        |

—

## APPENDIX B



# UNITED STATES ARMY SERGEANTS MAJOR ACADEMY

US ARMY SERGEANTS MAJOR ACADEMY

CLASS 31 PROFILE

STUDENT LOAD:

|        |     |
|--------|-----|
| RA     | 386 |
| USAR   | 20  |
| ARNG   | 23  |
| USN    | 7   |
| USNR   | 1   |
| USMC   | 5   |
| USAF   | 2   |
| USCG   | 1   |
| Allied | 5   |

GRADE BREAKDOWN:

|        |     |
|--------|-----|
| E-9    | 63  |
| E-8(P) | 37  |
| E-8    | 350 |

MOS BREAKDOWN/TOTAL NO. MOS: 70

|   |     |
|---|-----|
| Combat                                    | 160 |
| Combat Support                            | 86  |
| Combat Service Support                    | 183 |
| Others (USN, USMC,<br>USAF, USCG, Allied) | 21  |

MARITAL STATUS:

|         |     |
|---------|-----|
| Married | 392 |
| Single  | 58  |

SEX:

|        |     |
|--------|-----|
| Male   | 429 |
| Female | 21  |

QUALIFICATIONS AND SPECIAL SKILLS:

|                       |     |
|-----------------------|-----|
| Air Assault           | 35  |
| Airborne              | 95  |
| Drill Sergeant        | 140 |
| Flying Status         | 11  |
| Instructor            | 184 |
| Jungle Expert         | 58  |
| Linguist              | 32  |
| NBC                   | 48  |
| NCO Logistics Program | 29  |
| Pathfinder            | 16  |
| Ranger                | 25  |
| Recruiter             | 55  |
| RREO                  | 9   |
| Special Forces        | 24  |
| Seals                 | 0   |
| Submariner            | 2   |
| FSC USASMA            | 108 |
| FSC Munich            | 90  |

AMCOC GRADUATES:

AGE:

|          |     |
|----------|-----|
| Oldest   | 52  |
| Youngest | 33  |
| Average  | 38  |
| 50-54    | 3   |
| 45-49    | 21  |
| 40-44    | 187 |
| 35-39    | 215 |
| 25-34    | 24  |

CIVILIAN EDUCATION:

|                         |     |
|-------------------------|-----|
| Doctorate               | 0   |
| Master's Degree         | 8   |
| Bachelor's Degree       | 61  |
| Associate's Degree      | 75  |
| Some college, no degree | 197 |
| High School or GED      | 109 |

LEADERSHIP EXPERIENCE:

|                        |     |
|------------------------|-----|
| Command Sergeant Major | 58  |
| Sergeant Major         | 73  |
| First Sergeant         | 345 |

MANYEARS:

|                           |    |
|---------------------------|----|
| Longest Years of Service  | 24 |
| Shortest Years of Service | 13 |
| Average Years of Service  | 17 |

COMBAT EXPERIENCE:

|     |     |
|-----|-----|
| Yes | 242 |
| No  | 208 |

TRAVEL STATUS:

|               |     |
|---------------|-----|
| Unaccompanied | 220 |
| Accompanied   | 230 |

As of 2 February 1988

—

## APPENDIX C



# UNITED STATES ARMY SERGEANTS MAJOR ACADEMY

## US ARMY SERGEANTS MAJOR ACADEMY

### CLASS 32 PROFILE

STUDENT LOAD:

|        |     |
|--------|-----|
| RA     | 409 |
| USAR   | 22  |
| ARNG   | 28  |
| USN    | 7   |
| USNR   | 1   |
| USMC   | 3   |
| USAF   | 0   |
| USCG   | 1   |
| Allied | 2   |

GRADE BREAKDOWN:

|        |     |
|--------|-----|
| E-9    | 51  |
| E-8(P) | 88  |
| E-8    | 334 |

MOS BREAKDOWN/TOTAL NO. MOS: 64

|   |     |
|---|-----|
| Combat                                    | 187 |
| Combat Support                            | 91  |
| Combat Service Support                    | 181 |
| Others (USN, USMC,<br>USAF, USCG, Allied) | 14  |

MARITAL STATUS:

|         |     |
|---------|-----|
| Married | 438 |
| Single  | 35  |

SEX:

|        |     |
|--------|-----|
| Male   | 465 |
| Female | 8   |

QUALIFICATIONS AND SPECIAL SKILLS:

|                       |     |
|-----------------------|-----|
| Air Assault           | 31  |
| Airborne              | 131 |
| Drill Sergeant        | 149 |
| Flying Status         | 13  |
| Instructor            | 185 |
| Jungle Expert         | 49  |
| Linguist              | 38  |
| NBC                   | 60  |
| NCO Logistics Program | 33  |
| Pathfinder            | 23  |
| Ranger                | 22  |
| Recruiter             | 52  |
| RREO                  | 10  |
| Special Forces        | 39  |
| Seals                 | 0   |
| Submariner            | 2   |
| FSC USASMA            | 113 |
| FSC Munich            | 42  |

ANCOC GRADUATES: 347

AGE:

|          |     |
|----------|-----|
| Oldest   | 54  |
| Youngest | 33  |
| Average  | 39  |
| 50-54    | 6   |
| 45-49    | 17  |
| 40-44    | 167 |
| 35-39    | 262 |
| 25-34    | 21  |

CIVILIAN EDUCATION:

|                         |     |
|-------------------------|-----|
| Doctorate               | 0   |
| Master's Degree         | 6   |
| Bachelor's Degree       | 47  |
| Associate's Degree      | 74  |
| Some college, no degree | 216 |
| High School or GED      | 130 |

LEADERSHIP EXPERIENCE:

|                        |     |
|------------------------|-----|
| Command Sergeant Major | 50  |
| Sergeant Major         | 82  |
| First Sergeant         | 349 |

MANYEARS: 8312

|                           |    |
|---------------------------|----|
| Longest Years of Service  | 25 |
| Shortest Years of Service | 14 |
| Average Years of Service  | 18 |

COMBAT EXPERIENCE:

|     |     |
|-----|-----|
| Yes | 248 |
| No  | 225 |

TRAVEL STATUS:

|               |     |
|---------------|-----|
| Unaccompanied | 209 |
| Accompanied   | 264 |

As of 25 July 1988

APPENDIX D



**DEPARTMENT OF THE ARMY**  
 HEADQUARTERS US ARMY SERGEANTS MAJOR ACADEMY  
 FORT BLISS, TEXAS 79918-5000

REPLY TO  
 ATTENTION OF

ATSS-D-RC (350)

17 May 1988

MEMORANDUM FOR: Commander, US Army Training and Doctrine Command, ATTN:  
 ATTG-1, Fort Monroe, VA 23651-5000

SUBJECT: Changes to the PLDC-RC POI to be implemented 1 Oct 88.

1. To meet requests from the field, a two hour CEOI lesson is added to the course and two lessons are reduced one hour each. Changes are listed below:

ANNEX

LESSON CHANGES

- B - CM-02-RC (Effective Communications) - Lesson reduced from 4 to 3 hours.
- F - PCO-02-RC (AirLand Battle) - Lesson reduced from 2 to 1 hour.
- F - PCO-06-RC (Use an Automated CEOI) - New two hour lesson added.

2. The following chart shows the PLDC-RC POI Annex hour changes:

| <u>ANNEX</u>                           | <u>JAN 87</u> | <u>OCT 88</u> |
|--|---------------|---------------|
| A Leadership .....                     | 22            | 22            |
| B Communications .....                 | 5             | 4             |
| C Resource Management .....            | 7             | 7             |
| D Training Management .....            | 5             | 5             |
| E Professional Skills .....            | 8             | 8             |
| F Military Studies .....               | 68            | 69            |
| G Exams and After Action Reviews ..... | 8.5           | 8.5           |
| Total Hours .....                      | 123.5         | 123.5         |

3. The PLDC-RC Examination Packet is revised and contains the following changes:

- a. The new packet contains completed versions of all examinations. Academies and Schools will no longer develop their own versions of the examinations. Packets will be mailed from USASMA prior to 1 Oct 88.

USASMA RECORD COPY

ATSS-D-RC (350)

17 May 1988

SUBJECT: Changes to the PLDC-RC POI to be implemented 1 Oct 88.

b. Questions for Physical Fitness Training, PS-01-RC, are included in Examination 1.

4. The 3 Weekends (IDT)/8 Days AT/ADT/FTTD training mode and lesson sequence are removed from the POI. The Remarks section on page 4 of the POI now reads:

REMARKS: PLDC-RC is conducted in two (2) different modes:

a. 15 Days AT/ADT/FTTD. (See Note 1)

b. 4 Weekends (IDT)/7 Days AT/ADT/FTTD. (See Note 1, 2, and 3)

Note 1 - See Lesson Sequence Summary for a breakdown of which lessons are taught in the modes listed.

Note 2 - Agencies desiring to change the IDT Mode to less than 4 weekends must have written approval from their appropriate Command (e.g., NGB/CONUSA).

Note 3 - To capitalize on learning achievements and limit loss of the educational knowledge acquired during IDT Training, students must start the final phase of the course within 120 days after completion of IDT Training.

5. New PLDC-RC Course Lesson Sequence Summary for the 15 Days AT/FTTD/ADT Mode and the Four Weekends IDT/Seven Day AT/FTTD/ADT Mode is attached as Encl 1 & 2.

6. Lesson revisions and support material will be printed by ATSC, Ft. Eustis, VA and distributed to Academies and Schools prior to 1 Oct 88.

7. POCs reference this information are SGM Gower and SGM Watkins, ATSS-D-RC, Ft. Bliss, Texas, 79918-5000, AV 978-8836/59, COM (915) 568-8836/59.

FOR THE COMMANDANT:

2 Encls

  
JEFFERY R. HOLDEN, SR.  
CPT, AG  
Adjutant

CF  
Commandant,  
aa ARNG and USARF Academy/School



COURSE: United States Army Primary Leadership Development Course - Reserve Components (PLDC-RC)

Agencies desiring to change the sequence or the number of academic lessons/hours taught on each scheduled day, must have the express approval from their appropriate Command (e.g., NGB/CONUSA).

LESSON SEQUENCE SUMMARY - 15 DAYS AT/FTTD/ADT

| <u>Day</u> | <u>POI File No/Hours</u>   | <u>Day</u> | <u>POI File No/Hours</u>  | <u>Day</u> | <u>POI File No/Hours</u>                                     |
|------------|--|------------|---|------------|--|
| 1          | Inprocessing (2)<br>Cmndt's Orien (1)<br>CM-01-RC (1)<br>PCO-02-RC (1)<br>PS-01-RC (1)<br>PS-02-RC (2) | 2          | PS-02-RC (1)<br>LHR-01-RC (3)<br>LHR-02-RC (3)<br>LHR-03-RC (1)                                       | 3          | CM-02-RC (3)<br>EXAM 1 (1)<br>LHR-04-RC (3)<br>EXAM AAR (.5) |
| 4          | TM-01-RC (2)<br>LHR-07-RC (3)<br>LHR-08-RC (1)<br>LHR-05-RC (2)  | 5          | LHR-05-RC (3)<br>EXAM 2 (1)<br>LN-01-RC (3)<br>EXAM AAR (.5)  | 6          | PS-03-RC (2)<br>PS-04-RC (1)<br>LN-01-RC (5)                 |
| 7          | LN-01-RC (2)<br>EXAM 3 LN-01 (1)<br>LHR-06-RC (2)<br>RM-01-RC (1)<br>RM-02-RC (1)<br>EXAM AAR (.5)     | 8          | RM-03-RC (3)<br>RM-04-RC (2)<br>Prepare for (3)<br>Final Blocks<br>of Instruction                     | 9          | TM-02-RC (2)<br>TM-03-RC (1)<br>PCO-03-RC (1)                |
| 10         | LN-02-RC (2)<br>LN-03-RC (2)<br>LN-04-RC (4)   | 11         | PCO-04-RC (2)<br>PCO-05-RC (1)<br>PCO-06-RC (2)<br>PS-05-RC (1)<br>LHR-09-RC (1)<br>Prep. for FTX (1) | 12         | CDO-01-RC (16)<br>thru (0800-2400)<br>CDO-33-RC*             |
| 13         | CDO-01-RC (12)<br>thru (0001-1200)<br>CDO-33-RC*<br>CDO-34-RC (12) (1200-2400)                         | 14         | CDO-34-RC (8) (0001-0800)<br>REC, from FTX (6)<br>Out Processing (1)<br>Grad Rehearsal (1)            | 15         | Out Processing (2)<br>Graduation (1)                         |

\*CDOs-01 through 32-RC are conducted in any sequence during Phase I. CDO-33-RC is also conducted during Phase I in a manner that allows accomplishment of the learning objectives while students and cadre are performing CDO-01--32-RC tasks. Specific information is provided in the Course Managers Guide. CDO-34-RC constitutes Phase II which is totally tactical. Due to time restraints, conduct some CDOs during CDO-34-RC.

COURSE: United States Army Primary Leadership Development Course - Reserve Components (PLDC-RC)

LESSON SEQUENCE SUMMARY - FOUR WEEKENDS/SEVEN DAY MODE

Agencies desiring to change the sequence or the number of academic lessons/hours taught on each scheduled day, must have the express approval from their appropriate Command (e.g., NGB/CONUSA).

| <u>Day</u><br><u>POI File No/Hours</u> | <u>Day</u><br><u>POI File No/Hours</u> | <u>Day</u><br><u>POI File No/Hours</u> | <u>Day</u><br><u>POI File No/Hours</u> |
|--|--|--|--|
| <b>Weekend One (IDT)</b>               |  | <b>Weekend Two (IDT)</b>               |  |
| <u>Saturday</u>                        | <u>Sunday</u>                          | <u>Saturday</u>                        | <u>Sunday</u>                          |
| Inprocessing (2)                       | PS-02-RC (1)                           | CM-02-RC (3)                           | TM-01-RC (2)                           |
| Cmdt's Orien (1)                       | LHR-01-RC (3)                          | EXAM 1 (1)                             | LHR-07-RC (3)                          |
| CM-01-RC (1)                           | LHR-02-RC (3)                          | LHR-04-RC (3)                          | LHR-08-RC (1)                          |
| PCO-02-RC (1)                          | LHR-03-RC (1)                          | EXAM AAR (.5)                          | LHR-05-RC (2)                          |
| PS-01-RC (1)                           |  |  |  |
| PS-02-RC (2)                           |  |  |  |

|                            |               |                           |                  |
|----------------------------|---------------|---------------------------|------------------|
| <b>Weekend Three (IDT)</b> |               | <b>Weekend Four (IDT)</b> |                  |
| <u>Saturday</u>            | <u>Sunday</u> | <u>Saturday</u>           | <u>Sunday</u>    |
| LHR-05-RC (3)              | PS-03-RC (2)  | LN-01-RC (2)              | RM-03-RC (3)     |
| EXAM 2 (1)                 | PS-04-RC (1)  | EXAM 3 (LN-01) (1)        | RM-04-RC (2)     |
| LN-01-RC (3)               | LN-01-RC (5)  | LHR-06-RC (2)             | Study/Retest (2) |
| EXAM AAR (.5)              |               | RM-01-RC (1)              | Outprocess (1)   |
|                            |               | RM-02-RC (1)              |                  |
|                            |               | EXAM AAR (.5)             |                  |

**7 Days (AT/ADT/FTTD)**

| <u>Day-1</u>     | <u>Day-2</u> | <u>Day-3</u>      | <u>Day-4</u>     |
|------------------|--------------|-------------------|------------------|
| Inprocessing (3) | LN-02-RC (2) | PCO-04-RC (2)     | CDO-01-RC (16)   |
| Cmdt's Orien (1) | LN-03-RC (2) | PCO-05-RC (1)     | Thru (0800-2400) |
| TM-02-RC (2)     | LN-04-RC (4) | PCO-06-RC (2)     | CDO-33-RC*       |
| TM-03-RC (1)     |              | PS-05-RC (1)      |                  |
| PCO-03-RC (1)    |              | LHR-09-RC (1)     |                  |
|                  |              | Prep. for FTX (1) |                  |

| <u>Day-5</u>     | <u>Day-6</u>      | <u>Day-7</u>   |
|------------------|-------------------|----------------|
| CDO-01-RC (12)   | CDO-34-RC (8)     | Outprocess (2) |
| Thru (0001-1200) | Rec. From FTX (6) | Graduation (1) |
| CDO-33-RC*       | Outprocess (1)    |                |
| CDO-34-RC (12)   | Grad Rehearse (1) |                |
| (1200-2400)      |                   |                |

\*CDOs-01 through 32-RC are conducted in any sequence during Phase I. CDO-33-RC is also conducted during Phase I in a manner that allows accomplishment of the learning objectives while students and cadre are performing CDO-01--32-RC tasks. Specific information is provided in the Course Managers Guide. CDO-34-RC constitutes Phase II which is totally tactical. Due to time restraints, conduct some CDOs during CDO-34-RC.

## SUMMARY SHEET

| ROUTING |                   |        |        |            | ROUTING    |    |        |      |        |            |            |
|---------|-------------------|--------|--------|------------|------------|----|--------|------|--------|------------|------------|
|         | OFFICE            | DATE   | CONCUR | NON-CONCUR | SEE TAB... |    | OFFICE | DATE | CONCUR | NON-CONCUR | SEE TAB... |
| 1       | D, DOTD           | 13 May | ISH    |            |            | 11 |        |      |        |            |            |
| 2       | <del>ADJ</del> AC | 16 May | BD     |            |            | 12 |        |      |        |            |            |
| 3       | AOT               |        |        |            |            | 13 |        |      |        |            |            |
| 4       |                   |        |        |            |            | 14 |        |      |        |            |            |
| 5       |                   |        |        |            |            | 15 |        |      |        |            |            |
| 6       |                   |        |        |            |            | 16 |        |      |        |            |            |
| 7       |                   |        |        |            |            | 17 |        |      |        |            |            |
| 8       |                   |        |        |            |            | 18 |        |      |        |            |            |
| 9       |                   |        |        |            |            | 19 |        |      |        |            |            |
| 10      |                   |        |        |            |            | 20 |        |      |        |            |            |

**ACTION OFFICE:** DOTD, ARNG  
**OFFICER/PHONE:** SGM Watkins, 8836

**SUBJECT** Changes to the PLDC-RC to be Implemented 1 Oct 88

**DATE**  
13 May 88

**SUMMARY**

**PURPOSE:** To inform HQs TRADOC of changes to the PLDC-RC course and to provide these changes to the field.

**RECOMMENDATIONS:** That you sign the attached memorandum.

**BACKGROUND INFORMATION:**

To meet requests from the field, a two hour CEOI lesson is added to PLDC-RC. These changes are already being taught in the active duty PLDC course..

*RC UNITS REQUESTED THIS CHANGE ALMOST IMMEDIATELY AFTER PLDC/RC WAS FIELDDED. THIS CLEANS UP OUR BACK LOG. THE NEXT CHANGES WILL BE DRIVEN BY NCO'S ACTION PLAN*

*ISH*

**DECISION OFFICE**

Adjutant

- APPROVED
- APPROVED AS MODIFIED
- DISAPPROVED
- SEE ME

INITIALS \_\_\_\_\_ DATE \_\_\_\_\_

APPENDIX E

DEPARTMENT OF THE ARMY  
HEADQUARTERS, US ARMY SERGEANTS MAJOR ACADEMY  
Fort Bliss, Texas 79918-5000

USASMA Memorandum  
No. 350-3

4 November 1988

**Training**  
**GRADUATION STANDARDS**

1. **PURPOSE.** This memorandum establishes graduation standards for:
  - a. The Sergeants Major Course (SMC) (Resident and Corresponding Studies).
  - b. The First Sergeant Course (FSC).
  - c. The Operations and Intelligence Course (O&I).
  - d. The Personnel & Logistics Course (P&L).
  
2. **REFERENCES.**
  - a. AR 350-15.
  - b. AR 351-1.
  - c. AR 623-1.
  - d. FM 21-10.
  - e. USASMA Memo 623-1.
  - f. USASMA Memo 632-1.
  
3. **GRADING/EVALUATION POLICY.**
  - a. All courses use a combination of numerical scores for examinations and "GO/NO GO" for other requirements, such as writing exercises, formal briefings, and the APFT.
  
  - b. Evaluation of each student uses the "whole person" concept which includes, but is not limited to, attitude, participation in academic activities and social functions, academic performance, military bearing and appearance, physical condition, and overall potential worth to the Army or other military service. The Faculty Advisor (FA) evaluates, with input from the instructor, the

Company Commander and First-Sergeant, and the Command Group. The student's performance in college courses taken as part of the USASMC curriculum is also part of the evaluation.

c. The Academy measures student performance against entry level indicators and rates each student on progress during the course. There are no honor graduates, order of merit lists, or lists of academic averages which compare students.

4. **ABSENCE.** Students who miss more than 10 days of academic instruction in the SMC, five days in the FSC, O&I, or 3 days in the P&L Course will have their academic standing reviewed by the Battalion Commander. The Battalion Commander will make one of the following recommendations to the Commandant:

a. Retain (only if all missed exams are satisfactorily completed).

b. Re-enroll in the follow-on course with temporary assignment to the staff and faculty (approval from USTAPA and TDY soldiers home unit required).

c. Dismiss with consideration for readmission at a later date.

d. Dismiss with no consideration for readmission.

5. **GRADUATION STANDARDS.** To successfully complete any course, the student must meet the following minimum requirements:

a. Academic:

(1) A minimum score of 70% on each examination in each block, phase, or module of instruction. Two retests are allowed for each primary examination failed. The maximum grade allowed for a retest is 70%. Failure of the second retest of any primary examination will result in dismissal from the course for failure to meet academic standards. Failure of any two primary exams during the course will result in a final AER rating of "Marginally Achieved Course Standards."

(2) IAW USASMA Policy Letter 4, students being considered for dismissal or who are dismissed for academic failure may appeal, in writing, to the Commandant, USASMA, to review their case for exceptional and cogent reasons. Final dismissal appeal authority for SMC students is the General Court Martial convening authority.

b. **Physical Fitness Standards:** Students are required to meet the physical fitness standards of USASMA Memo 632-1 and FM 21-20. IAW AR 350-15 and 351-1, resident students (except P&L) must pass the Army Physical Fitness Test (APFT) to graduate.


6. **DIPLOMA/AER:**

a. A diploma will be awarded to students who successfully complete all requirements for graduation from their respective courses.

b. DA Form 1059, Service School Academic Evaluation Report, will be prepared, when applicable, regardless of whether or not a student successfully completes the course. Detailed guidance regarding preparation of AERs is contained in USASMA Memo 823-1 and AR 823-1.

c. All students who fail to achieve course standards will be reported, by name, to Commander, TRADOC, and Commander, USTAPA.

The proponent for this memorandum is the Battalion S-3. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commandant, USASMA, ATTN: ATSS-B-S3, Fort Bliss, TX 79918-5000.

  
KENNETH W. SIMPSON  
COL, FA  
Commandant

DISTRIBUTION: A, plus (10) to 7, and C

APPENDIX F



DEPARTMENT OF THE ARMY  
HEADQUARTERS, UNITED STATES ARMY SERGEANTS MAJOR ACADEMY  
Fort Bliss, Texas 79918-5000

USASMA Memorandum  
No. 350-9

1 November 1988

Training  
ELECTIVES PROGRAM

1. PURPOSE.

a. Attendance at the Academy offers a unique opportunity to pursue an associate or higher degree.

b. The Academy offers an electives program to:

(1) Ensure development of acceptable communicative skills.

(2) Assist students in meeting Department of the Army educational goals for noncommissioned officers (AR 621-5).

(3) Provide opportunities for continued educational and professional development.

2. REFERENCE. AR 621-5, 25 Jul 88, Army Continuing Education System (ACES).

3. RESPONSIBILITIES:

a. The Education Advisor will plan, conduct and coordinate all aspects of the electives program.

b. The Directorate of Evaluation and Standardization will provide staff assistance to determine the content, quality and process of the electives program.

4. CONCEPT: The electives program consists of college level courses presented by local educational institutions. There are also special projects and directed studies approved by the Commander, Company A.

a. Courses are primarily supportive of an Associate of Applied Science (AAS) Degree or an Associate of Arts (AA) Degree.

b. The program consists of two ten-week blocks with students enrolling in one elective course during each block.

---

\*This memorandum supersedes USASMA Memorandum 350-9, dated 15 January 1988.

c. Selection for enrollment in the various elective courses is based upon the following factors:

(1) Reading comprehension grade level equivalent (GLE) as measured by the Tests of Adult Basic Education (TABE), Level D.

(2) Language grade level equivalent (GLE) as measured by the Tests of Adult Basic Education (TABE), Level D.

(3) Student's prior academic achievement

(4) Needs of the student

(5) Counseling recommendations

(6) Availability of course offerings

d. The TABE will determine if students require additional instruction in reading and/or English. TABE results may also determine placement in appropriate elective(s).

e. Students may request to substitute specific courses when the standard courses offered do not meet their needs. Students coordinate their request with the Education Advisor. The Commander, Company A approves each request.

## 5. POLICIES.

a. Any student not meeting required standards on the reading and/or language portions of the TABE must complete the basic reading and/or English course(s) regardless of previous experience, course(s) taken or degree status.

(1) Course requirements based on Reading GLE:

(a) Greater than 10.1 = Dick Cavett Time Life Video Speed Reading Course.

(b) Between 9.0 and 10.1 = Bill Cosby Time Life Video Reading Efficiency System.

(c) Less than 9.0 = Reading 3108 for the first elective and English 3110 as the second elective with El Paso Community College.

(2) Course requirement based on Language GLE: Less than 10.2 = English 3110 as the first elective and English 3111 as the second elective.

(3) Any student with a Reading GLE less than 9.1 and a Language GLE less than 10.2 must complete Reading 3108 as the first elective and English 3110 as the second elective.

b. Students who do not meet educational goals for noncommissioned officers, as prescribed in AR 621-5, will take fully funded college electives at the Academy. In special cases the Academy will offer fully funded evening courses.

c. Students who meet Department of the Army educational goals for noncommissioned officers and the reading and language standards specified above, are offered one of two options:

(1) Activities prescribed by the Commander, Company A.


(2) College courses offered at the Academy or off-duty courses. Funding for these is by Veterans Administration benefits, Army Tuition Assistance or the individual.

d. During the first ten week elective session, no student can enroll for additional courses without specific approval of the Commander, Company A. During the second ten week elective session, students may enroll in additional electives. Their scholastic abilities, scheduling and needs will determine the additional load. The Academy will not fund additional courses.

e. The primary purpose of the Academy is to provide an intellectually broadening experience for students and their family members. Family members of students also have the opportunity to participate in elective courses while they are at the Academy. Costs are the responsibility of the family member.

f. Staff and faculty and their family members may participate in the elective courses at the discretion of the Commandant. Their attendance is on a space available basis. Funding is the responsibility of the individual. The Academy will provide books to staff and faculty and their family members when quantities above student needs are on hand.

The proponent agency of this memorandum is the Education Advisor. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms to Commandant, USASMA, ATTN: ATSS-A-E, Fort Bliss, TX 79918-5000.

  
KENNETH W. SIMPSON  
COL, FA  
Commandant

DISTRIBUTION: A

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APPENDIX G



**DEPARTMENT OF THE ARMY**  
**HEADQUARTERS US ARMY SERGEANTS MAJOR ACADEMY**  
**FORT BLISS, TEXAS 79918-5000**

REPLY TO  
ATTENTION OF

(351)

ATSS-D-0 (380)

24 May 1988

MEMORANDUM FOR: Commander, US Army Command and General Staff  
College, ATTN: ATZL-SWI-E, Fort Leavenworth, KS 66027

SUBJECT: Information Concerning Military History Education Program  
(MHEP)

1. Reference, memorandum, ATZL-SWI-E, 20 April 1988, subject:  
Request for information.
2. As requested by reference, the following information is provided:

a. First Sergeant Course

- G-3 Combat Stress.....4 hours
- J-5 Military Discipline.....1 hour
- J-8 Drill and Ceremonies.....6 hours
- K-1 Duties, Responsibilities and Authority.....4 hours
- Tour of the Museum of the Noncommissioned Officer....1 hour
- Additionally
- College elective on Military History.....3 semester hours

b. Sergeants Major Course

- AA50 The Commander and His Staff.....5 hours
- AA60 The Laws of Warfare.....4 hours
- AB04 Battle Analysis & US Military History Overview..2 hours
- AB05 Fundamentals of Combat.....4 hours
- AB70 NCO Museum Tour.....1 hour
- BA70 Global Perspectives.....21 hours
- BE10 Ideas and Interests in Conflict.....6 hours
- BE20 Confrontation: Past and Present.....6 hours
- CB05 Group Research Project.....26.5 hours
- DE17 Staff Ride (classroom).....2 hours
- CE08 Military Customs and Courtesies.....numerous hours
- Additionally
- Elective Program -
- US Military History to 1890.....3 semester hours
- US Military History Since 1890.....3 semester hours

c. The USASMA MHEP Team.

- (1) Membership:

USASMA RECORD COPY

SUBJECT: Information Concerning Military History  
Education Program (MHEP)

- (a) Chairman, appointed by Commandant
- (b) USASMA Historian, Facilitator
- (c) Museum Director
- (d) Supervisory Librarian
- (e) Bookstore Manager
- (f) DOES Representative
- (g) Staff and Faculty Development Representative
- (h) Student, Staff and Faculty Company Representative
- (i) RTD Representative
- (j) DOTD, TAD Representative
- (k) DOTD, Course Development Division Representative
- (l) Education Specialist
- (m) Museum Association Representative

(2) Meetings.

The team meets periodically at the direction of the Commandant.

(3) The team's responsibilities are to:

(a) Coordinate all programs and initiatives related to history within the US Army Sergeants Major Academy.

(b) Monitor and provide recommendations for improvements in the Academy's historical programs and initiatives.

d. Museum.

Every Sergeants Major Course class, First Sergeant Course class, and Personnel and Logistics Course class utilizes the Noncommissioned Officers Museum to review the History of the NCO Corps. It is an integral part of the MHEP program. The museum is excellent but needs more space.

e. The Learning Resources Center (LRC).

Approximately 25% of the USASMA LRC's 37,000 volume collection is composed of world, American, and military history titles. In addition, the LRC staff regularly conducts on-line subject searches of commercial and DOD databases to identify books, articles, and reports not contained in the collection, and then request needed items through interlibrary loan using the OCLC bibliographic database. USASMA's history classes do require students to use the LRC. The LRC is open a sufficient amount of hours for students.

ATSS-D-0

24 May 1988

SUBJECT: Information Concerning Military History  
Education Program (MHEP)

The hours of operations are:

Monday through Thursday - 0730 to 2100 hours

Friday - 0730 to 1800 hours

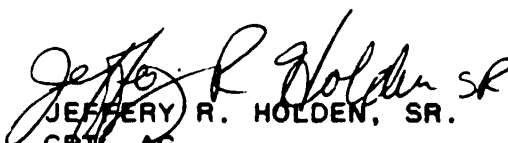
Sunday - 1200 to 2100 hours

f. MHEP Coordinator.

Presently, USASMA has a historian 5X position unfilled. A qualified officer is due in at the end of June this year. This position has been validated by the Army Education Requirements Board (AERB).

2. POC for this action is SFC Christian, AV 978-8294.

FOR THE COMMANDANT:

  
JEFFERY R. HOLDEN, SR.  
CPT, AG  
Adjutant

**SUMMARY SHEET**

| ROUTING |          |      |        |            |             | ROUTING |        |      |        |            |             |
|---------|----------|------|--------|------------|-------------|---------|--------|------|--------|------------|-------------|
|         | OFFICE   | DATE | CONCUR | NON-CONCUR | SEE TAB.... |         | OFFICE | DATE | CONCUR | NON-CONCUR | SEE TAB.... |
| 1       | AC       |      |        |            |             | 6       |        |      |        |            |             |
| 2       | Adjutant |      |        |            |             | 7       |        |      |        |            |             |
| 3       |          |      |        |            |             | 8       |        |      |        |            |             |
| 4       |          |      |        |            |             | 9       |        |      |        |            |             |
| 5       |          |      |        |            |             | 10      |        |      |        |            |             |

|  |  |                          |
|--|--|--------------------------|
| <b>ACTION OFFICE:</b> PMO, DOTD<br><b>OFFICER/PHONE:</b> CPT Aston, 8875 | <b>SUBJECT</b><br>Information Concerning Military History Education Program (MHEP) | <b>DATE</b><br>23 May 88 |
|--|--|--------------------------|

**SUMMARY**

- Purpose: To provide information on USASMA's Military History Education Program (MHEP) to the Combat Studies Institute, Ft Leavenworth.
- Recommendation: That the Assistant Commandant authorize the Adjutant to sign the memorandum.
- Background: In April, the Combat Studies Institute requested information on USASMA's MHEP. The data has been compiled in the memorandum.

|                          |                      |
|--------------------------|----------------------|
| <b>DECISION OFFICE</b>   |                      |
| <input type="checkbox"/> | APPROVED             |
| <input type="checkbox"/> | APPROVED AS MODIFIED |
| <input type="checkbox"/> | DISAPPROVED          |
| <input type="checkbox"/> | SEE ME               |
| INITIALS.....            | DATE.....            |



APPENDIX H



DEPARTMENT OF THE ARMY  
HEADQUARTERS US ARMY SERGEANTS MAJOR ACADEMY  
FORT BLISS, TEXAS 79918-5000



REPLY TO  
ATTENTION OF

ATSS-B-S3

27 October 1988

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Rededication Ceremony, Hazel L. Bainbridge Little House,  
Building 11268, BAAF

1. Purpose. To delineate responsibilities for conducting the rededication ceremony of the Hazel L. Bainbridge Little House, Building 11268
2. Reference:
3. General. The rededication ceremony will be conducted 17 November 1988, at 1330 hours. The location of the ceremony will be the USASMA Activities Building, Bldg #11268.
4. Responsibilities.
  - a. The Student, Staff and Faculty Battalion S3 is assigned overall responsibility for supervision of the rededication ceremony. The S3 will:
    - (1) Request the 62nd Army Band for the ceremony and have them provide a representative to attend the final rehearsal on 16 November 1988.
    - (2) Coordinate and conduct final ceremony program/script meeting by 1 November 1988. (Forward program to ASD when approved - NLT 2 November 1988)
    - (3) Request 2 ushers from HHC 1SG by 28 October 1988.
    - (4) Brief and supervise ushers. Ensure ushers attend rehearsal.
    - (5) Provide PAO ceremony particulars (date/time/Guest Speaker name) NLT 1 November 1988 so that appropriate entries can be submitted to Post Bulletin and "Monitor" Community Activities column.
    - (6) Request sound equipment for the ceremony from S4.
    - (7) Set up flags for ceremony site (NC, USA, USMC, USN, USCG, USASMA and 50 State flags).
    - (8) Coordinate with CPT Doss for use of ceremonial scissors.

ATSS-B-S3

SUBJECT: Rededication Ceremony, Hazel L. Bainbridge Little House,  
Building 11268, BAAF

b. The Administrative Support Division (ASD) of the School Secretariat will publish program and have it available for ceremony. Quantities of the program should be sufficient to accommodate all personnel in attendance (approximately 100).

c. Public Affairs NCOIC will:

(1) Determine news media interest in Guest Speaker; coordinate support of and coverage by local, national media with Post PAO; advise S3 of approximate number of media personnel.

(2) Release information to Post Bulletin and Monitor Community Activities column.

(3) Determine need and prepare remarks for Commandant and CSM.

(4) On day of ceremony, escort external news media; photograph and prepare news releases on ceremony.

(5) Release photographs and news stories to appropriate media.

d. Visitor Support Division will:

(1) Advise all parties concerned on proper protocol procedures.

(2) Prepare guest list and dispatch invitations by 31 October 1988.

(3) Coordinate quarters and ground transportation for distinguished visitors.

(4) Ensure narrator is provided list of VIPs attending the Rededication ceremony.

(5) Coordinate seating arrangements for VIPs and S&F VIPs in designated "guest" area.

e. S4 will:

(1) Provide sound equipment (podium with microphone, two speakers, etc.) on site.

(2) Assist S3 in providing transportation for flags from East Auditorium to the ceremony site.

ATSS-8-S3

SUBJECT: Rededication Ceremony, Hazel L. Bainbridge Little House,  
Building 11268, BAAF

(3) Provide other incidental support as requested by S3.

f. Commander, HHC will:

Provide 2 service members in the grade of E6 or below to act as ushers. The ranking individual will act as the detail NCOIC. The S3 will act as POC and supervisor of the detail. The entire detail will report to the S3 for rehearsal at 1000 hours, 16 November 1988.

5. Rehearsal. On 16 November 1988, at 1000 hours, a rehearsal will be conducted for ushers, narrator, S3, and S4. Location of the rehearsal is Bldg 11268.

6. Coordinating instructions:

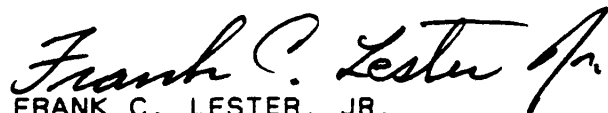
a. Uniform for rehearsal is class "B".

b. Uniform for official party is class "A" and class "B" for attendees.

FOR THE COMMANDANT:

2 Encls

1. Sequence of Events
2. Invitation List



FRANK C. LESTER, JR.  
CPT, FA  
Assistant Adjutant

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## SEQUENCE OF EVENTS

17 November 1988

|           |  |
|-----------|--|
| 1315-1330 | Band plays prelude music.<br>Arrival of Official Party:<br>- SMA (Ret) & Mrs. Bainbridge<br>- Cndt & Mrs. Simpson<br>- CSM & Mrs. Bevins |
| 1330-1335 | Opening Remarks/Introduction of Guest of Honor (Mrs. Bevins)   |
| 1335-1340 | Remarks by Guest of Honor (Mrs. Bainbridge)  |
| 1340-1341 | Ribbon Cutting (Mrs. Bainbridge/Mrs. Bevins)   |
| 1341      | Reception (No receiving line)<br>[Food & beverages provided by ULTIMA Spouses Association. POC: Mrs. Jan Anders]                         |

- NOTES:
1. Band to be set up inside on stage.
  2. Fingerfood, etc., inside along back wall.
  3. Assorted flags spaced around walls inside.
  4. Ceremony/Ribbon cutting outside at entrance. Ribbon stretched across hand rails.
  5. Large, wooden scissors provided by CPT Doss.
  6. Invitations sent (see attached list)

Hazel L. Bainbridge Little House  
Rededication Ceremony  
17 November 1988

Invitations

CSA & Mrs. Vuono  
SMA & Mrs. Gates  
GEN Maxwell Thurman  
LTG & Mrs. Crosby  
MG & Mrs. Infante  
BG & Mrs. Garner  
BG & Mrs. Proctor  
COL & Mrs. Ostrowidzky  
COL & Mrs. Gallons  
CSM & Mrs. Hicks  
CSM (Ret) & Mrs. Godfrin  
CSM & Mrs. Goodwin  
SMA & Mrs. Bainbridge  
CSM & Mrs. Callender  
USASMA CMD GP - Cmdt, CSM, Spouses & Secretaries  
Mrs. Candi Gentry  
S, S & F Bn Cmd Gp, S-1, 3, 4, & Spouses  
Co A Cdr, 1SG & Spouses  
Co B Cdr, 1SG & Spouses  
HHC Cdr, 1SG & Spouses  
Dir DOTD< SGM & Spouses  
Dir, DOES  
SS, SGM & Spouses  
Ed Specialist  
Ms. Murray (LRC)  
Ultima Spouses Association