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Headquarters, United States Army
Training and Doctrine Command
Fort Monroe, Virginia 23651-1047

TRADOC Regulation 10-5-9

26 July 2010

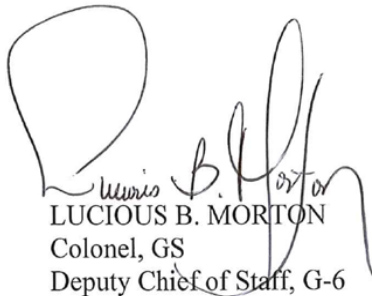
Organization and Functions

**INSTITUTE FOR NONCOMMISSIONED OFFICER PROFESSIONAL
DEVELOPMENT AND UNITED STATES ARMY SERGEANTS MAJOR ACADEMY**

FOR THE COMMANDER:

OFFICIAL:

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History. This publication is a new United States Army Training and Doctrine Command (TRADOC) regulation.

Summary. This regulation prescribes the organization, mission, functions, and command and control relationships of the Institute for Noncommissioned Officer Professional Development (INCOPD) and the United States Army Sergeants Major Academy (USASMA), resulting from the U.S. Army Training and Doctrine Command (TRADOC) Campaign Plan decision to align USASMA under INCOPD with both reporting directly to Headquarters, TRADOC effective 1 December 2009. It reflects the establishment of INCOPD as a special activity and the reorganization of the USASMA from a military organization that trains to an academic institution that educates and trains Soldiers in support of Army force generation (ARFORGEN) and an Army at war.

Applicability. This regulation applies to the active Army, Department of the Army Civilians, U.S. Army Reserve (USAR), and Army National Guard (ARNG) assigned or attached to INCOPD or the USASMA.

This regulation supersedes USASMA Memorandum 10-1, dated 24 April 2003.

Proponent and exception authority. The proponent for this regulation is the U.S. Army Training and Doctrine Command (TRADOC), the Institute for Noncommissioned Officer Professional Development (INCOPD).

Supplementation. The Director, INCOPD; USASMA Commandant; must review and approve supplementation of this regulation. Supplements will be effective when signed by the Deputy Commanding General/Chief of Staff, Headquarters, TRADOC.

Suggested improvements. The lead responsibility for this regulation is INCOPD. Send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Director, Institute for Noncommissioned Officer Professional Development, ATTN: ATCG-NC, Building 260, 355 Fenwick Road, Fort Monroe, VA 23651-5000. You may also submit suggested improvements using DA Form 1045 (Army Ideas for Excellence Program Proposal).

Availability. This TRADOC regulation is available only on the TRADOC Homepage <http://www.tradoc.army.mil>.

Summary of Change

TRADOC Regulation 10-5-9
Institute for Noncommissioned Officer Professional Development and United States Army
Sergeants Major Academy

This new regulation, dated 26 July 2010-

- o Prescribes the organization, mission, functions, and command and control relationships of the Institute for Noncommissioned Officer Professional Development and the United States Army Sergeants Major Academy.
 - o Establishes the Institute for Noncommissioned Officer Professional Development and the United States Army Sergeants Major Academy as special activities of Headquarters, U.S. Army Training and Doctrine Command.
 - o Reflects U.S. Army Training and Doctrine Command Campaign Plan decision to align the Institute for Noncommissioned Officer Professional Development and the United States Army Sergeants Major Academy effective 1 December 2009.
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Chapter 1

Introduction

1-1. Purpose

This regulation prescribes the mission, organization, functions, and responsibilities that pertain to the organization and functions of the Institute for Noncommissioned Officer Professional Development (INCOPD) and United States Army Sergeants Major Academy (USASMA). It also sets forth the relationship between the USASMA, Fort Bliss, and the INCOPD, Training and Doctrine Command (TRADOC), TRADOC centers and schools, noncommissioned officer academies (NCOAs), higher headquarters and other Army organizations.

1-2. References

Required and related publications and prescribed and referenced forms are listed in [appendix A](#).

1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are explained in the [glossary](#).

1-4. Responsibilities

a. The TRADOC Deputy Commanding General (DCG)/Chief of Staff (CoS) will approve changes to this regulation.

b. The Deputy Director, INCOPD will-

(1) Serve as lead for this regulation.

(2) In coordination with the USASMA Deputy Commandant and CoS, review and coordinate proposed changes effecting USASMA and forward recommendations for approval to INCOPD and the DCG/CoS.

c. INCOPD operations will-

(1) Review proposed changes for organization, standardization, format, adequacy of statement of responsibilities and functions, and effect on resources.

(2) Ensure that definitions of the organizational structure and functions and responsibilities shown in this regulation are current and accurate.

(3) Conduct semiannual reviews of this regulation providing updates as required to the Deputy Director.

d. The USASMA Deputy Commandant will approve recommended changes to this regulation prior to forwarding to the Director, INCOPD for approval.

e. The USASMA Director of the Strategic Initiatives Group (SIG) will:

- (1) Serve as the USASMA lead for this regulation.
 - (2) Review and coordinate proposed changes with the CoS before forwarding recommendations for approval to the Deputy Commandant.
- f. The USASMA CoS will-
- (1) Advise and assist directorates and sections on organizational and functional alignment.
 - (2) Review proposed changes for directorates and sections, standardization, format, adequacy of statement of responsibilities and functions, and effect on resources to assist the SIG.
 - (3) Coordinate with the Dean of Academics for input and changes.

1-5. Scope

This regulation is focused on the organization, functions, and responsibilities of INCOPD and USASMA. It describes INCOPD's and USASMA's major organizational structure, functions, major responsibilities, and relationships between INCOPD, USASMA, and other Army organizations.

1-6. Policy

Responsibility for missions and tasks will be decentralized to INCOPD divisions and USASMA staff to the maximum extent possible. The INCOPD staff exists to support the Director, INCOPD and Commandant, USASMA in accomplishing the mission by providing oversight, planning, and coordination capabilities. INCOPD personnel also provide specific subject matter expertise and technical assistance on noncommissioned officer (NCO) development program requirements. USASMA staff and faculty provide direct instructional capabilities, support to the quality assurance program, general subject matter support to Army NCO academies and support to the Commandant, USASMA to accomplish the mission of the USASMA by providing staff management, planning, and coordination capabilities. In all matters, the USASMA staff acts through the CoS or Deputy Commandant, who act on the behalf of the Commandant. In all matters, the faculty acts through the Dean of Academics or Deputy Commandant who act on the behalf of the Commandant.

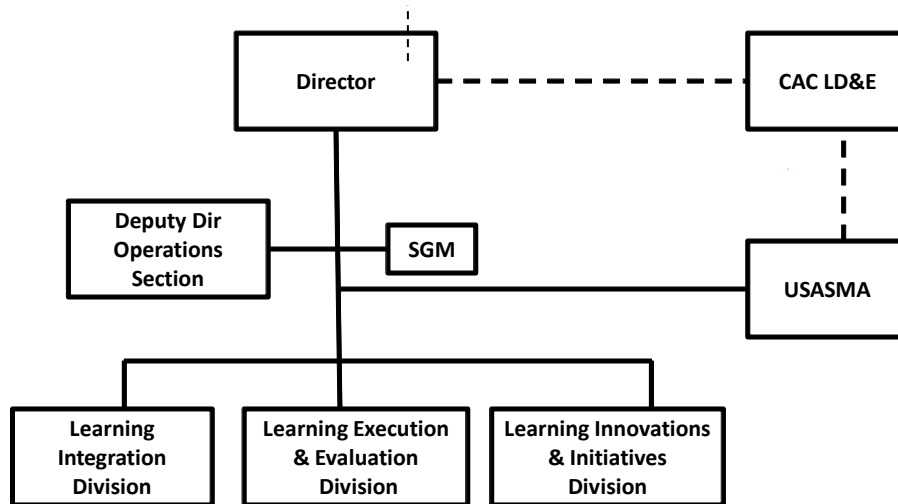
Chapter 2

Institute for Noncommissioned Officer Professional Development

2-1. Mission

Provide direction and oversight of the Noncommissioned Officer Education System (NCOES) across the Army; integrate all actions and activities related to NCO leader development into the Army Leader Development Strategy; and serve as the NCO subject matter experts (SMEs) for the Army Leader Development Enterprise.

Institute for NCO Professional Development



Headquarters TRADOC

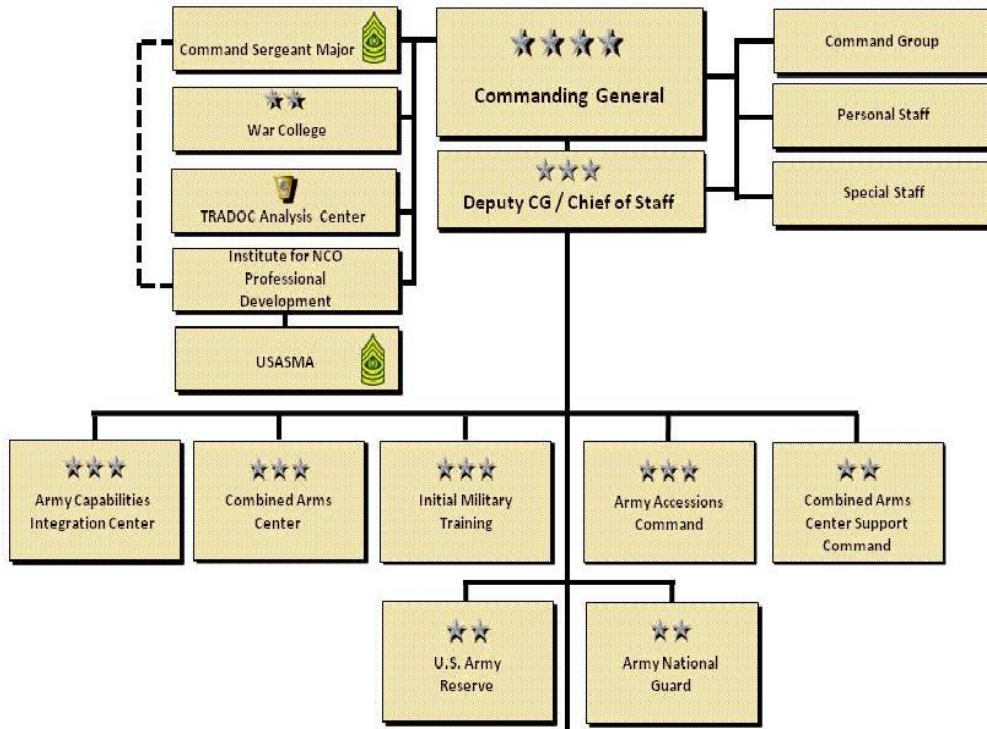


Figure 2-2. INCOPD Command Relationship

2-4. Responsibilities

- a. Lead functions. None.
- b. Assist functions. Provides assist to the Combined Arms Center (CAC) on leader development.
- c. Other major responsibilities/tasks:
 - (1) Serve as the principal advisor to the Army Leader Development Enterprise on NCO development.
 - (a) Provide CG, TRADOC training needs analyses of NCOES requirements.
 - (b) Ensure the NCO leader development program meets the intent of the Army's Leader Development Strategy and Army Learning Strategy.
 - (c) Serve as NCO cohort lead in support of CAC as lines of operation lead for leader development.

(2) Serve as the lead agent for the development and management of the NCO Development Program.

(a) Conduct education needs analyses ensuring NCO training and education is vertically aligned (progressive and sequential) and meets the needs of current and future NCOs.

(b) Serve as an integrating element for all directed NCO leader development requirements from Headquarters, Department of the Army (HQDA), TRADOC, and CAC.

(c) Monitor the quality of NCO development products and courses, including mobile training teams (MTTs).

(d) Synchronize and coordinate HQDA and TRADOC policy related to NCO development.

(e) Provide Soldiers with more efficient and effective ways to monitor their development.

(3) Develop and communicate NCO leader development themes and messages to the Army.

(4) Serve as the TRADOC lead for the Army Career Tracker.

(5) Serve as a member of the TRADOC G-3/5 operational planning team.

(6) Represent INCOPD/USASMA on TRADOC G-8 Mission Resource Board and Senior Resource Committee.

(7) Serve as a member of the Enlisted Military Education Review Council (EMERC) working group.

(8) Serve as a member of the TRADOC quality assurance office (QAO) NCOA accreditation team looking at the NCOA management standard.

(9) Serve as member of the Army Culture and Foreign Language (ACFL) forum.

(10) Serve as member of scenario advisory working group.

(11) Provide support, oversight, limited academic governance, and facilitate resourcing for USASMA.

2-5. Office of the Director

a. Mission. Provides oversight ensuring integration and synchronization of organizational functions and responsibilities in support of NCO development; provides administrative support for INCOPD; and processes taskings and actions for INCOPD and USASMA.

(1) Organization. The Office of the Director includes the director, deputy director, sergeant major, and an operations section.

(2) Director. Provides strategic oversight of NCO development; sets priorities and provides intent for NCO development strategies and action plans based on guidance from CG, TRADOC and other senior leaders; provides day-to-day oversight of the USASMA.

b. Deputy Director. Supervises INCOPD staff ensuring the integration and synchronization of functions and responsibilities; provides direction and priorities for day-to-day operations; represents INCOPD and USASMA in the development of resource requirements and resolution of issues through coordination across the TRADOC and Army staff. Serves as member of the ACFL forum and represents INCOPD/USASMA at G-8 led MRBs.

c. Sergeant Major (SGM). The SGM provides advice and recommendations on all NCO development initiatives and issues to the director, deputy director, and division chiefs. The SGM represents INCOPD at the EMERC working group; serves as the INCOPD representative on the TRADOC quality assurance office (QAO) NCOA accreditation team looking at the NCOA management standards. Coordinates on a continuing basis with SGM, DA G-3/5/7, SGM, TRADOC G-3/5/7, and TRADOC NCOA commandants; plans and helps conduct executive seminars for senior leadership on subjects related to TRADOC academies and initiatives emerging from INCOPD; assists with training, attends conferences, and plans meetings in accordance with director's guidance. Writes and coordinates command letters/memoranda as desired; and represents the director and TRADOC CSM at various forums as required.

d. Operations section. Provides administrative and operations support to INCOPD. Prepares and maintains INCOPD historical report; develops and conducts annual customer surveys to gather feedback to measure INCOPD accomplishments; conducts staff action analysis of taskings and prepares, coordinates, assigns, and tracks completion; coordinates and edits biweekly INCOPD situation report and quarterly report; maintains INCOPD SharePoint Portal and Web site.

e. Functions and responsibilities.

(1) In coordination with TRADOC and CAC G-8, develop INCOPD resources requirements; assist USASMA in the development and submission of resource requirements for annual budgets, unfinanced requirements, and annual program objective memorandum submissions.

(2) Develop Strategic Communication (STRATCOM) for NCO development programs and initiatives.

(3) Lead for development and maintenance of TRADOC Regulation 10-5-9.

(4) Process and track INCOPD/USASMA awards and NCO evaluation reports.

(5) Coordinate, prepare, edit, and submit INCOPD historical report to TRADOC historian.

- (6) Receive, assign, track, and report completion of all external staff actions.
 - (7) Coordinate, edit, and publish INCOPD biweekly situation reports and quarterly reports.
 - (8) Ensure assigned Soldiers and civilians obtain required leader development training and education.
 - (9) Manage rating schemes.
 - (10) Assist with management of the staff, staff processes, and daily operations.
 - (11) Serve as custodian of nonacademic records.
-

Chapter 3

The Learning Integration Division

3-1. Mission

Enable development and implementation of the Army Career Tracker; oversee all aspects of total system development, resource management, testing and evaluation, corrective actions, acquisition, and fielding. Manage implementation of three Army level NCO initiatives: NCO Structured Self Development; College of the American Soldier and Army Correspondence Course Program (ACCP) test material security. Improve readiness by enhancing NCO leader development and education through the application of multiple means of emerging technologies. Improve Army readiness by synchronizing NCO development across all learning domains throughout a Soldier's career. Develop and coordinate new policy with stakeholders in support of the NCOES transformation. Manage and coordinate NCOES distance learning (DL) requirements under the The Army Distributed Learning Program.

3-2. Organization

The division consists of one learning integration manager and authorized SMEs.

3-3. Functions

- a. Provide program management functions for the Army Career Tracker.
- b. Serve as functional proponent for the structured self-development program.
- c. Identify and pilot new or existing technologies to improve academic achievement.
- d. Support of continuing, sustained professional development programs to achieve the blending of training and education.
- e. Coordinate and synchronize the retrofit of the ACCP program with multiple agencies.
- f. Serves as TRADOC lead and functional proponent for the College of the American Soldier.

g. Improve Soldier access to learning content by making courses more accessible and portable.

Chapter 4

The Learning Innovations and Initiatives Division

4-1. Mission

The mission of INCOPD's Learning Innovations and Initiatives Division is to investigate leading research and innovations in adult learning and instruction and disseminate evidence-based strategies to improve the instructional system within NCOES.

4-2. Organization

The division consists of one learning strategies manager and authorized SMEs.

4-3. Functions

- a. Develop and conduct needs assessments to identify NCOES instructional knowledge and skill gaps.
 - b. Maintain front line expertise in the latest adult learning research and innovations.
 - c. Research and recommend evidence-based solutions to improve NCOES performance deficiencies caused by knowledge/skill gaps.
 - d. Plan and coordinate training events that address NCOES instructional needs and skill gaps.
 - e. Identify and experiment with technologies that have implications for NCOES.
 - f. Develop concepts and strategies addressing future of NCO learning and instruction.
-

Chapter 5

The Learning Execution and Evaluation Division

5-1. Mission

The mission of INCOPD's Execution and Evaluation Division is to provide subject matter expertise on matters pertaining to enlisted leader development, policies, NCOES redesign, QAO INCOPD standard evaluation, and training support to resetting Army force generation (ARFORGEN) life cycle units for all components; coordinate actions concerning the development of program of instructions (POIs) with HQDA, Office of the Chief, Army Reserve, National Guard Bureau, and centers and schools; plan, and coordinates the execution of Warrior Leader Course (WLC) MTTs in support of all components.

5-2. Organization

The division consists of one execution and evaluation manager and authorized SMEs.

5-3. Functions

- a. Oversee staff management for WLC, advanced leader course (ALC), senior leader courses (SLCs), sergeant major course (SMC), and CSM pre-command course.
 - b. Plan and coordinate WLC MTTs (NCOES ARFORGEN Reset/Train Assistance Team).
 - c. Execute policy and guidance for transforming NCOES.
 - d. Serve as lead for NCOA transfer from U.S. Army Forces Command and between installations.
 - e. Track monthly and quarterly NCOES backlog, updates, and implementation of way-ahead.
 - f. Conduct Training Requirements Analysis System reviews.
 - g. Provide NCOES information, briefings, and coordination of site visits with other services, allies, and others.
 - h. Evaluate the INCOPD standard within the TRADOC quality assurance program.
-

Chapter 6

United States Army Sergeants Major Academy

6-1. Mission

The mission of USASMA is to develop agile and adaptive NCOs and enlisted Soldiers through professional military education (PME) opportunities that meet the challenges of full-spectrum operations in an era of persistent conflict.

6-2. Organization

USASMA consists of the command group, led by a CSM, HQ USASMA staff, academic faculty and staff, Museum of the NCO, the NCO Journal, and various NCO academies. Additionally, it hosts facilities and supports research and studies conducted by the Army Research Institute, Army Physical Fitness Research Institute, and CAC (see figure 6-1).

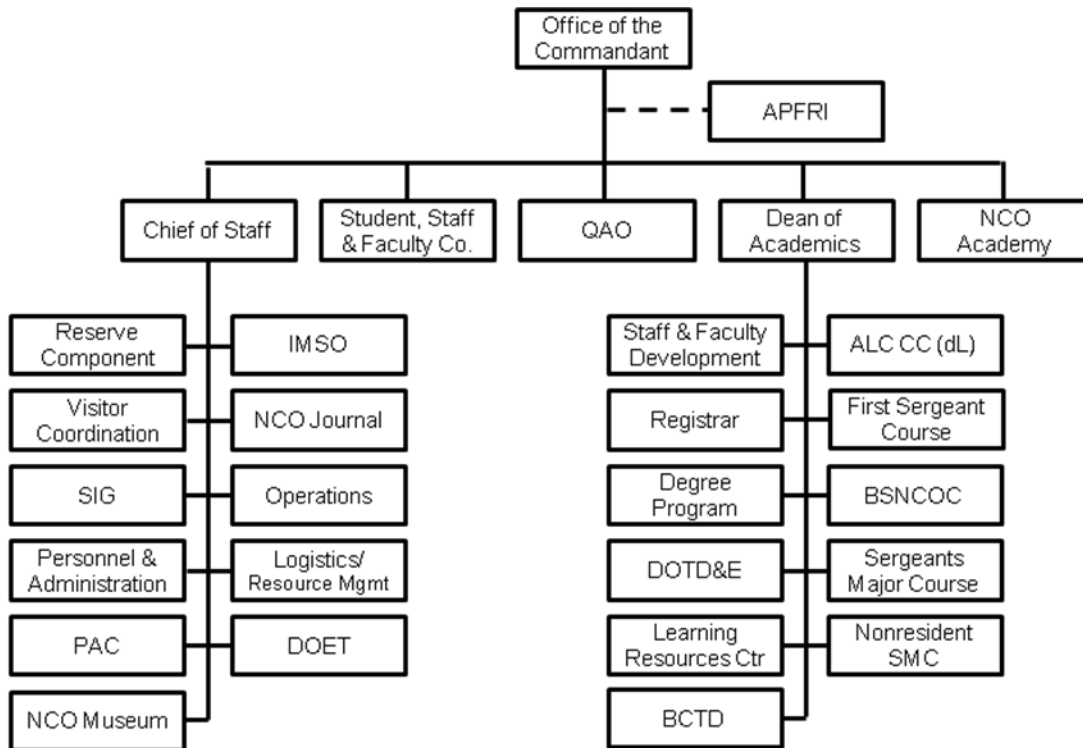


Figure 6-1. U.S. Army Sergeants Major Academy

6-3. Responsibilities

a. Lead functions. None.

b. Assist functions:

(1) Assists CAC in developing, reviewing, and recommending revisions to Army doctrine with regard to the role and responsibilities of the NCO and Soldier.

(2) Leader development. Provides assist to INCOPD on leader development.

c. Other major responsibilities/tasks

(1) NCOES. Assesses, recommends, designs, develops, and executes programs for NCO leader development and education through a systematic, synchronized, and integrated plan which provides the enlisted force with a comprehensive, single point-of-entry portal for engaging in PME and development. This includes but is not limited to analyzing, designing, developing, implementing (conducting), evaluating, and maintaining the course outputs [Individual Training Plan, course administrative data, POI, and lesson material] for the following courses:

- (a) SMC (Resident)
- (b) Sergeants Major Nonresident Course
- (c) Sergeants Major (International Fellows) Pre-Course
- (d) ALC CC via DL
- (e) WLC

(2) TRADOC lead for the development of FM 7-22.7 (The NCO Guide), and FM 7-21-13 (The Soldier's Guide).

(3) Assesses, recommends, designs, develops, and executes programs for functional training through a systematic, synchronized, and integrated plan which provides the enlisted force and spouses with a comprehensive, single point-of-entry portal for battle staff skills, first sergeant skills, and spouses skills training and education from the following courses:

- (a) Battle Staff NCO Course (Resident and video teletraining (VTT))
- (b) First Sergeant Course (VTT)
- (c) Spouse Leadership Development Course

d. NCO structured and guided self-development. Assesses, recommends, designs, develops, and executes programs for structured and guided self-development.

e. TRADOC lead for the WLC, ALC-CC, and the SMC.

f. Conducts strategic communications programs, exercises, seminars and other activities to support inquiries and analysis benefiting Army leadership.

g. Conducts research and publishes articles, monographs, and other presentations in support of The Center for Military History and other Army and governmental agencies and academic institutions.

h. Operates and maintains the Museum of the NCO. Collects, preserves, exhibits, and interprets historically significant property related to the history of the United States Army NCO from 1775 to present. The Museum supports military training and education, conducts research, stimulates esprit de corps and morale, and informs the public of the NCO's service to the nation.

i. Publishes the NCO Journal magazine. The NCO Journal provides a forum for the open exchange of ideas and information, supports training, education, and development of the NCO Corps, and fosters a closer bond among its members. The Journal is produced monthly containing senior NCO leader columns; letters to the editor; historical articles; book reviews; feature articles on self-development, skills, knowledge, and attitudes, and NCOES related

information; as well as articles tasked through the Sergeant Major of the Army (SMA) consisting of Army commands, service schools, NCO academies, and Combat Training Centers (CTCs).

j. Assists with the accreditation of NCO academies worldwide.

k. Conducts internal assessments.

l. Develops future strategies for NCOES education and training in coordination with the INCOPD.

m. Hosts the annual SMA Nominative Sergeants Major-Senior Enlisted Advisor Conference.

6-4. Command and Control Relationships

The USASMA is a special activity aligned under the INCOPD and subordinate to the CG, TRADOC. The USASMA Commandant reports directly to TRADOC through the INCOPD and has the authority to communicate directly with the DA G-3, the SMA, and other U.S. Army and Department of Defense (DOD) schools, agencies, organizations, or individuals to execute functions supporting the USASMA core competencies and supporting functions. All congressional contacts are coordinated with TRADOC, and USASMA will furnish copies of such communications through command channels. The USASMA will keep the TRADOC command group abreast of significant direct external contacts, engagements, and support. Being a tenant unit, it receives installation support from Fort Bliss (see figure 6-2).

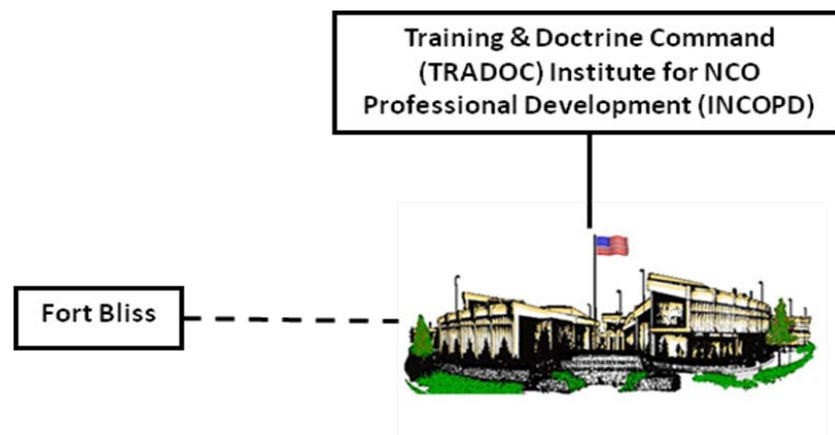


Figure 6-2. USASMA Command and Control

a. Commandant, USASMA. Reports to the Director, INCOPD concerning the USASMA mission and functions and provides an annual update of the USASMA campaign plan to Director, INCOPD.

b. A memorandum of understanding documents command and control relationships between the Commander, TRADOC, Commandant, USASMA, Commander, 5/1 AD (AETF), and the Commander, Fort Bliss.

(1) The CG, Fort Bliss, will maintain General Court-Martial Convening Authority (GCMCA) and will exercise original and appellate jurisdiction under Article 15, UCMJ; will be responsible for the general administration of military justice; and will take those UCMJ and administrative actions requiring actions by an officer exercising GCMCA.

(2) The GCMCA designates the Commander, 5/1 AD (AETF) as the Special Court-Martial Convening Authority (SPCMCA), pursuant to Article 23, UCMJ, who will have authority to impose non-judicial punishment; exercise appellate jurisdiction under Article 15, UCMJ; and act on all UCMJ or administrative actions requiring an SPCMCA. The GCMCA may alter UCMJ jurisdiction for any unit, including USASMA, within his General Court-Martial Authority at any time.

(3) The designated SPCMCA will appoint a Summary Court-Martial Convening Authority (SCMCA) for USASMA pursuant to Article 24, UCMJ.

(4) As a tenant activity on Fort Bliss, USASMA personnel are subject to all policies and regulations of the Commander, Fort Bliss. The Commander, Fort Bliss, has withheld jurisdiction of all misconduct actions of E-8 and above to his level, which encompasses the majority of staff at USASMA, with the exception of those actions pertaining directly to the Commandant, USASMA.

(5) The CG, TRADOC, has withheld jurisdiction to his level for all misconduct and administrative actions directly pertaining to the Commandant, USASMA.

6-5. Policies and Procedures

a. The USASMA may use memorandums of understanding or other agreements with U.S. Army elements and external agencies to improve coordination and govern specific working arrangements, as approved by INCOPD or DCG, TRADOC.

b. The designated Web site, <https://usasma.bliss.army.mil>, will contain public information concerning the USASMA and its programs. The USASMA's official secure Web site will reside behind Army Knowledge Online.

c. Governmental agencies, organizations, and individuals may contact the USASMA directly concerning routine matters, or Freedom of Information Act inquiries, by contacting the Commandant, USASMA.

d. Individuals and organizations should make requests for official taskings and inquiries of a substantive nature through CG, TRADOC (ATCS), to the Commandant, USASMA.

6-6. Office of the Commandant

a. Mission. Develop agile and adaptive NCOs and enlisted Soldiers through PME opportunities that meet the challenges of full-spectrum operations in an era of persistent conflict.

b. Organization of Office of the Commandant. The Office of the Commandant consists of the Commandant, the Deputy Commandant, the Commandant's Equal Opportunity Advisor, and the Commandant's secretary.

c. Functions of the Office of the Commandant.

(1) Directs the operation of the academy.

(2) Exercises command and control over all elements assigned or attached to the academy.

(3) Supervises the Deputy Commandant, the CoS, the Dean of Academics, the Student, Staff and Faculty Company, the QAO, and the Commandant, Fort Bliss NCO Academy.

(4) Effects coordination among elements of the academy and higher headquarters, integrating centers, other schools, the installation, and other activities.

(5) Establishes missions and priorities for the academy elements.

Chapter 7

Student, Staff, and Faculty Company

7-1. Mission

The mission of the Student, Staff, and Faculty Company is to provide administrative services to all students, staff, and faculty assigned or attached to the Sergeants Major Academy.

7-2. Organization

The Student, Staff and Faculty Company consists of the commander, a first sergeant, and authorized SMEs for special projects and activities, Family Readiness Support, Human Resources (HR), and administration.

7-3. Functions

a. Serves as command and control element of all students and staff as a subordinate organization to the Commandant.

b. Provides for the in-processing of students for all courses attended at the Sergeants Major Academy.

c. Processes personnel actions, to include leaves, passes, NCO evaluation reports, and awards for students, staff, and faculty.

d. Monitors and updates the Medical Protection System information.

e. Manages the daily status reports for students, staff, and faculty.

- f. Maintains family care plans for students, staff, and faculty.
 - g. Manages the Family Readiness Program.
 - h. Manages the NCO Development Program.
-

Chapter 8

Quality Assurance Office

8-1. Mission

The QAO conducts continuous and systematic evaluations of all NCO academies world-wide IAW TRADOC's established doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF) standards. It provides the proponent leadership feedback on the PME of NCOs to ensure proficiency, accuracy, and relevancy as the Army transforms leader development.

8-2. Organization

The QAO consists of a director, and authorized SMEs for evaluations, instructional systems, and training.

8-3. Functions

- a. Provides oversight, guidance, and support for the development and integration of NCOES training programs to include: WLC, ALC-CC, Phase I, ALC CC VTT Phase I, First Sergeant Course (FSC), FSC VTT, Battle Staff NCO Course (BSNCOC), BSNCOC VTT, SMC, Resident, and SMC Nonresident.
 - b. Evaluates and assesses USASMA proponent training development products, processes, and conduct of training.
 - c. Develops, administers, collects, and analyzes internal and external survey data to meet unit, Soldier, and leader competency requirements.
 - d. Promotes excellence of education by endorsing quality NCOES instruction that focuses on improving collaboration, teaching methodologies, technologies, and standardized curricula that meets the competency needs of leader development.
 - e. Participates as members of the TRADOC accreditation team in recommending to CG, TRADOC the accreditation levels for PME training programs evaluated at TRADOC centers and schools based on the DOTMLPF accreditation standards and evaluation findings.
-

Chapter 9

Chief of Staff

9-1. Mission

The mission of the CoS is to serve as the expert technical advisor and senior administrator responsible for overseeing operational and administrative matters, on behalf of the Commandant, but responsible to the Deputy Commandant. He directs, coordinates, and supervises activities of the academy staff.

9-2. Organization

The CoS' office consists of the chief and an office automation secretary.

9-3. Functions

a. Shares with the Deputy Commandant the responsibility for technical quality, professional consistency, and practical value of the academic program in achieving stated Army and academy goals.

b. Provides direction and guidance in preparation of long-range (5 year) and short-range planning guidance in accordance with broad agency program policies and objectives.

c. Keeps USASMA directors, faculty, and staff advised of program requirements and academy-wide actions with resulting impact on the USASMA mission.

d. Assists subordinate directorates and departments in the development of their goals and objectives.

e. Sets priorities for programs and projects. Continually reviews activities and recommends appropriate action to assure achievement of objectives. Reviews new or changed policies and procedures.

f. Advises the Deputy Commandant on the potential value, feasibility, and implications of current and proposed projects; and on the professional capabilities of the academy staff and faculty.

g. Represents the Deputy Commandant at all levels of command. Develops and coordinates position on issues of major importance.

h. Maintains liaison with key personnel within INCOPD and TRADOC, service schools, DA and DOD agencies to obtain, clarify, or disseminate pertinent information. Provides assistance and advice and identifies and resolves problems which could have significant Armywide impact.

i. Maintains continuing surveillance of trends in any general management area of mission operations and appraises the Commandant of the need for studies involving new concepts or programs; the status of existing programs; the presence of overlapping and/or nonessential activities, with recommended corrective action.

Chapter 10

Reserve Component Advisors Office

10-1. Mission

The mission of the Reserve Component Advisors Office is to provide coordination between Reserve component (RC) students attending courses at the Sergeants Major Academy and the academy staff.

10-2. Organization

The Reserve Component Advisors Office consists of RC advisors to the Commandant: SMEs for total force integration from the U.S. Army Reserve and the Army National Guard.

10-3. Functions

- a. Advises the command group on all matters relating to the Army National Guard and Army Reserve.
 - b. Assists students with component unique problems and situations that require home station coordination.
 - c. Serve as the SMEs for Army National Guard and Army Reserve initiatives, operations, regulations, personnel issues, and matters regarding policies and procedures.
 - d. Processes active duty for operational support and other personnel actions to fill RC positions in USASMA.
-

Chapter 11

Visitor Coordination Office

11-1. Mission

The mission of the Visitor Coordination Office is to plan, coordinate, and execute guest visits to the academy.

11-2. Organization

The Visitor Coordination Office consists of the Chief of Protocol.

11-3. Functions

- a. Advises the staff and faculty in the proper use of protocol procedures.
- b. Serves as liaison with DOD agencies, installation activities, international organizations, and local community activities for appropriate arrangements.
- c. Provides instruction on Army protocol to the Spouse Leadership Development Course.

d. Coordinates and executes itineraries for all distinguished visitors and foreign military attaché visits.

Chapter 12

Strategic Initiatives Group

12-1. Mission

The mission of the Strategic Initiatives Group is to provide the Academy leadership information, proposals, and strategies to adapt to the changes required to meet the future needs of the Army and long range planning for the academy.

12-2. Organization

The Strategic Initiatives Group consists of a director and SMEs for strategic planning. It also has oversight of the STRATCOM office, which includes authorized SMEs for the public-facing Web site and strategic communications and knowledge management.

12-3. Functions

a. Provides the USASMA leadership and stakeholders information, proposals, and strategies to best achieve the Academy objectives of ensuring quality training and education, and professional leader development of the NCO Corps in the future.

b. Leads USASMA strategic planning process and creates a document that leadership and other stakeholders will use to transform the institution into an academic institution of excellence.

c. Leads the STRATCOM effort for USASMA and develops a strategic communication plan and products that integrate all programs and developing efforts, and gets information out to audiences of specific concern to the academy.

d. Promotes the creation of an organizational culture receptive to continuous improvement.

e. Establishes an internal communications system that encourages feedback from staff, faculty, and students.

f. Examines and evaluates new technologies, assesses current and future relevancy of future battlefield concepts and other efforts that may impact NCO training and education.

g. Supervises all Knowledge Management efforts for USASMA.

Chapter 13

Personnel and Administration

13-1. Mission

The mission of Personnel and Administration is to provide HR and administrative support to the Sergeants Major Academy.

13-2. Organization

The Personnel and Administration section consists of a director and authorized SMEs for HR, a paralegal, and a personnel administration center.

13-3. Functions

a. Leads USASMA's manning document review, update, and managing organizational change window input designed to reflect the organization's continued growth and development.

b. Provides HR personnel slotting for Soldiers and Department of the Army civilians IAW approved table of distribution and allowances (TDA) and immediate needs of the organization.

c. Plans for and executes personnel growth, and postures the organization for success with sufficient manpower resources.

d. Provides HR services to students, staff, and faculty which includes but is not limited to evaluations, awards, finance actions, individual personnel requests, in- and out-processing, leave processing, retirement processing, replacement requisitions, and receipt and distribution of SMC student follow-on assignments.

e. Leads USASMA in the execution of the Defense Travel System (DTS) Program.

f. Serves as the Organizational Defense Travel Agent and approval authority for disbursement of DTS voucher claims.

g. Provides full service postal operations for USASMA.

h. Provides paralegal services and coordinates legal support for the commandant.

i. Recommends courses of action on policies and initiatives affecting the organizational mission and goals.

j. Proactively responds to all taskings from the command group.

Chapter 14

Museum of the Noncommissioned Officer

14-1. Mission

The Museum of the NCO collects, preserves, exhibits, and interprets historically significant property related to the U.S. Army NCO from 1775 to the present.

14-2. Organization

The Museum of the NCO consists of a museum curator, and authorized SMEs for recording and maintaining USASMA history and artifacts.

14-3. Functions

- a. Collects, preserves, exhibits, and interprets historically significant property related to the history of the U.S. Army NCO from 1775 to present.
 - b. Supports military training and education.
 - c. Conducts research.
 - d. Stimulates esprit de corps and morale.
 - e. Informs the public of the NCO's service to the nation.
 - f. Using uniforms, weapons, insignia, and equipment, depicts the history of the U.S. Army NCO, highlighting the NCO's role as a small unit leader.
 - g. Depicts the development of NCO symbols and insignia, and the evolution of the NCO Corps.
 - h. Relationship with Center of Military History (CMH): All museum properties belong to the U.S. Army and the delegated authority, the U.S. Army CMH. Museum compliance with AR 870-20 and professional standards are ensured by a 5-year cyclic certification inspection. Funding is provided by the U.S. Army CMH through the TRADOC museum coordinator.
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Chapter 15

International Military Student Office

15-1. Mission

The mission of the International Military Student Office (IMSO) is to serve as the focal point at the USASMA for all matters pertaining to international military students and their Families. This includes in/out processing, resolving issues, and Family member support.

15-2. Organization

The IMSO consists of a director, and authorized SMEs for field studies, sponsorship, training management and budget coordination, and administration.

15-3. Functions

- a. Implements the DOD Field Studies Program and conducts educational activities which enhance a balanced understanding of U.S. society, government at multiple levels, ideas and institutions, and commitment to internationally recognized human rights.
 - b. Serves as student point of contact for future international training programs.
-

Chapter 16**NCO Journal****16-1. Mission**

The mission of the NCO Journal is to provide a forum for the open exchange of ideas and information to support training, education, and development of the NCO Corps and to foster a closer bond among its members.

The NCO Journal was established as a result of goals and objectives established by the 1989 NCO Professional Leader Task Force that called for a HQDA instrument to further develop the professional growth of NCOs now and in the future. It was determined that the NCO Journal would be located at the USASMA and funded through TRADOC. The Journal has a board of directors that consist of the USASMA Commandant, Deputy Commandant, and CoS with the SMA as the publisher.

16-2. Organization

The NCO Journal consists of a director, a managing editor, a senior writer, a senior journalist, a photo journalist, two multimedia illustrators, two writer editors, and an editor.

16-3. Functions

- a. Provides timely and factual information on topics about the Army and the NCO Corps to the Army's NCOs.
 - b. Serves a target audience that includes the Active Duty, Army National Guard and U.S. Army Reserve Soldiers, sister services, international partners, retirees, civilian employees, and Family members.
-

Chapter 17

Intelligence/Operations

17-1. Mission

The mission of the Academy Intelligence/Operations is to serve as the primary operations center for the commandant and principal staff.

17-2. Organization

The Intelligence/Operations section consists of a director, and authorized SMEs for intelligence, plans, security, training, operations, and audio/video.

17-3. Functions

- a. Serves as the point of entry and exit for internal and external agency support for academic training, guest speaker presentations, special activities, and community sponsored events.
- b. Plans, manages, and executes all course-related resources, the training resources arbitration panel (TRAP), and structure and manning decision review to assure optimal support for the resident and nonresident SMC, FSC, and BSNCOG.
- c. Manages and executes academy physical security, force protection, crime protection, and personnel security programs to ensure protection of academy property and personnel.
- d. Oversees the Military Personnel Exchange Program, safety program, standing operating procedures, NetUSR, facility maintenance, and conferences.
- e. Provides support for the reception, in/out processing, and graduation of over 1,300 students per year while providing support to a staff and faculty of 226 military, 79 civilians, and contractors.
- f. Manages internal and external task management.
- g. Provides for training and school management.
- h. Manages, schedules, and maintains facilities.
- i. Oversees and manages current operations and special events.
- j. Manages command reports and briefings, to include video teleconference scheduling.
- k. Manages operations orders, and contingency operations plans (for example, Pandemic Influenza Plan (PIP), Continuity of Operations Plan (COOP)).
- l. Manages the master activities calendar and scheduling.
- m. Maintains and operates the lecture center (auditoriums).

Chapter 18

Logistics/Resource Management Directorate

18-1. Mission

The mission of the Logistics/Resource Management Directorate is to serve as the academy's principal advisor in logistical matters relating to supply maintenance, facilities, and contracts.

18-2. Organization

The Logistics/Resource Management Directorate consists of a director, and authorized SMEs for materiel supply and training support.

18-3. Functions

- a. Produces a productive environment for the highest integrity of supply economy by using the Command Supply Discipline Program guidance.
 - b. Monitors and executes the USASMA budget and uses TRADOC HQ activities' monthly reports to keep USASMA leadership informed.
 - c. Assists and provides reproduction service for lesson materials, brochures, flyers, programs, and training support package for all NCOES courses taught at the academy.
 - d. Maintains the publications for courses taught at USASMA.
 - e. Coordinates with the Directorate of Training, Doctrine, and Education, and faculty advisors concerning distribution of all education and training publications and lessons.
 - f. Serves as USASMA SME for preparation and submission of Acquisition Management and Oversight packages to TRADOC G-8.
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Chapter 19

Directorate of Educational Technology

19-1. Mission

The mission of the Directorate of Educational Technology is to provide reliable services in all aspects of voice and data communication to support the USASMA staff and faculty, and all educational activities of the SMC, FSC, BSNCOE, the ALC, and all associated administrative and command and control functions.

19-2. Organization

The Directorate of Educational Technology consists of authorized SMEs for webmaster/programming, systems administration, software analysis, and other information technology.

19-3. Functions

- a. Provides for information systems planning.
 - b. Provides for information systems acquisition, support, and security.
 - c. Provides for network architecture development.
 - d. Provides for the education of students, staff, and faculty on information systems.
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**Chapter 20
Dean of Academics****20-1. Mission**

The mission of the Dean of Academics is to provide advice to the commandant and guidance and direction in executing the academy's charter of providing education and training to students in support of Army organizational objectives and force requirements.

20-2. Organization

The Dean of Academics consists of the dean and a secretary.

20-3. Functions

- a. Directs the operation of all courses.
 - b. Provides a strategy map for executing the Army's Leader Development Strategy.
 - c. Coordinates with the INCOPD.
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**Chapter 21
Staff and Faculty Development Division****21-1. Mission**

The mission of the Staff and Faculty Development Division is to administer training and development programs for all USASMA personnel.

21-2. Organization

The Staff and Faculty Development Division consists of authorized SMEs for course facilitation, and training development/writing.

21-3. Functions

- a. Provides training, education, and professional development of USASMA's staff and faculty.

- b. Supports improving the skills and abilities of all USASMA personnel to better perform their current and future duties.
 - c. Conducts competency, sustainment, and enhancement training, education, and professional development programs that give USASMA staff and faculty the ability to provide students with the necessary knowledge and skills to lead in joint, interagency, intergovernmental, and multinational (JIIM) full-spectrum operations.
 - d. Provides Army Basic Instructor Course, Small Group Instructor Training Course, Video Teletraining Instructor Training Course, Systems Approach to Training Basic Course, Faculty Development Program Phases 1-3 (FDP1), (FDP2), (FDP3), and Coaching for Commitment training.
 - e. Coordinates other specialized training workshops as requested by the Commandant, Deputy Commandant, Dean of Academics, and Directors.
 - f. Identifies opportunities for continuing professional self-development for all assigned staff.
 - g. Oversees the instructor certification process and instructor recognition program at USASMA.
-

Chapter 22

Office of the Registrar

22-1. Mission

The mission of the Office of the Registrar is to support the academic needs of all courses offered at the USASMA, including the Army Training Requirements and Resources System (ATRRS), DA Form 1059s (Service School Academic Evaluation Reports), SMC, and NRSMC demographic profiles, diplomas, as well as analyzing class statistics (graduation and attrition rates).

22-2. Organization

The Registrar consists of the Registrar and authorized SMEs for academic records.

22-3. Functions

- a. Manages ATRRS for USASMA (TRAPs, class schedules, student coding).
- b. Prepares and distributes DA Form 1059s.
- c. Prepares and distributes recurring reports.
- d. Maintains individual student folders.
- e. Coordinates class schedules and student loads.

- f. Provides assistance to the staff and faculty as needed.
-

Chapter 23

Degree Program

23-1. Mission

The Degree Program is to provide members of the USASMA community with counseling, degree planning, testing, and other educational advisory services with regard to degree completion programs and opportunities.

23-2. Organization

The Degree Program consists of authorized SMEs for degree counseling.

23-3. Functions

- a. Promotes lifelong learning activities.
 - b. Provides orientation to educational services available at USASMA to all in-coming personnel, faculty, staff, students, contract support personnel, and interested dependents.
 - c. Provides routine, day-to-day educational counseling and advisory services to USASMA personnel with regard to continuing, voluntary education programs; degree planning; integration of Army education, training and career experiences into higher education programs; professional licensing and certification programs; and tuition assistance and Veterans Affairs educational benefits.
 - d. Serves as point of contact for external universities and colleges desiring to provide educational services to the USASMA community, and provides orientation to universities and colleges concerning methods of operation, standards of conduct, etc.
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Chapter 24

Directorate of Training, Doctrine, and Education

24-1. Mission

The mission of the Directorate of Training, Doctrine, and Education is to plan and coordinate the horizontal and vertical alignment of the USASMA courses; the WLC, ALC-CC, SMC, BSNCO, FSC, and structured self-development to meet operational and educational requirements across the enlisted PME continuum.

24-2. Organization

The Directorate of Training, Doctrine, and Education, formerly referred to as Curriculum Development, consists of a director and authorized SMEs for training development, command historian, and office automation. It also has a Needs Analysis Division, which consists of SMEs for writing/instructing; analysis, with instructional systems SMEs, and editing. It has a Course

Management Development Division, consisting of SMEs future concepts writing/instruction; the WLC consists of a chief, WLC, authorized SMEs for writer/instructor evaluations, and writers/instructors. It also has the Structured Self-Development Section, with a chief, ALC, and authorized SMEs for training development.

24-3. Functions

- a. Manages and integrates the USASMA curriculum.
 - b. Serves as the principal advisor to the Dean of Academics for all curriculum issues.
 - c. Conducts analysis and integration.
 - d. Performs Automated Systems Approach to Training Database Management.
 - e. Develops future concepts.
 - f. Provides WLC course management.
 - g. Conducts critical literature reviews.
 - h. Develops doctrine.
 - i. Provides historian for the command and NCOES.
 - j. Hosts the Center for Army Lessons Learned Lessons Learned Integration Analysis cell (CALL-L2I).
 - k. Conducts NCOES policy reviews.
 - l. Provides members to the Leader Development Council.
-

Chapter 25

Learning Resources Center

25-1. Mission

The Othon O. Valent Learning Resources Center provides library materials and information services to the students, staff, and faculty of the USASMA. Collection emphasis is on the Army NCO Corps, military history, leadership, military science, and management. Primary focus is to encourage scholarly research and to educate our patrons about sources available to them that support the USASMA curriculum and their college and university studies.

25-2. Organization

The Learning Resources Center consists of a supervisor librarian and authorized SMEs.

25-3. Functions

- a. Provides library materials and information services to the students, staff, and faculty of USASMA.
 - b. Educates our patrons about sources available that support the USASMA curriculum as well as outside college and university studies.
 - c. Encourages scholarly research from reliable sources.
-

Chapter 26**Advanced Leaders Course (Common Core) (Distance Learning)****26-1. Mission**

The mission of the ALC-CC (DL) is to teach all sergeants (SGTs), SGT (promotable), and SSGs leadership skills, NCO duties, responsibilities and authority, and how to conduct performance-oriented training.

26-2. Organization

The ALC consists of a director and authorized instructor writers.

26-3. Functions

- a. Produces battle competent NCOs who are qualified squad/section sergeants, team/section leaders, evaluators, counselors, conductors or participants in individual and collective training, and performers/teachers of leader values, attributes, skills, and actions.
 - b. Makes the ALC (CC) course accessible 24-hours a day for all Soldiers through DL.
 - c. Gives Soldiers relevant courseware to use in today's operational tempo.
 - d. Provides necessary and critical feedback on all exams, practical exercises, and discussion questions that challenge Soldier's thinking.
 - e. Empowers students to learn from past experiences and peer-to-peer interaction.
 - f. Fosters a program that not only teaches and mentors today's Soldiers, but develops tomorrow's future leaders.
-

Chapter 27

First Sergeant Course

27-1. Mission

The mission of the FSC is to prepare master sergeants and sergeants first class to perform 1SG duties with emphasis on the following tasks: unit personnel management and administration; unit leadership, discipline and moral, unit logistics, maintenance, security programs, support unit operations and develop training programs; monitor and implement unit physical training programs

27-2. Organization

The FSC consists of a director, a senior small group leader, and small group leaders.

27-3. Functions

- a. Prepares master sergeants and sergeants first class to perform 1SG duties with emphasis on unit personnel management and administration.
 - b. Develops and improves unit leadership, discipline, and morale.
 - c. Teaches students how to monitor unit logistics, maintenance, and security programs.
 - d. Emphasizes the support unit operations and develops training programs.
 - e. Provides education and training on how to monitor and implement unit physical training programs.
-

Chapter 28

Battle Staff NCO Course

28-1. Mission

The mission of the BSNCO is to educate and train sergeants promotable through sergeants major to serve as Battle Staff NCOs (BSNCOs) for battalion (BN) and higher level staff positions. Provide selected NCOs with the tools necessary to learn specific staff duties and become familiar with the duties of other staff sections. Provide technical and tactical curricula that is relevant to missions, duties, and responsibilities assigned to staff members in BN and BDE-level units.

28-2. Organization

The BSNCO consists of a senior small group leader (director), small group leaders, and writers/instructors training developers.

28-3. Functions

- a. Prepares SSG through SGMs to be effective members of a battle staff by building an understanding of functional staff responsibilities at BN and higher levels.
 - b. Provides relevant courseware that captures all critical input necessary to successfully conduct mission planning and battle tracking at the BN and BDE-level tactical operations center.
 - c. Builds comprehensive knowledge of the types and capabilities of the units that provide movement and maneuver, intelligence, command and control, and protection support to the BDE combat team.
 - d. Prepares the BSNCO to assist in the development and execution of technical and tactical instructions to implement the commander's vision.
 - e. Provides necessary and critical feedback on all exams, physical examinations, and discussion questions that challenge the Soldier's thinking.
-

Chapter 29

Sergeants Major Course

29-1. Mission

The mission of the SMC is to educate master sergeants and sergeants major in full spectrum operational and strategic operations preparing them to take positions throughout the DOD.

29-2. Organization

The SMC consists of a HQ element and five academic departments. The HQ element has the director, authorized writers/instructors, and civilian instructors. The DA Tactics consists of a senior instructor/writer, and authorized instructors/writers. The Department of Command Leadership consists of a senior instructor/writer and authorized instructors/writers. The Department of Joint Military Operations consists of a senior instructor/writer and authorized instructors/writers. The Department of Logistics/Resource Operations consists of a senior instructor/writer and authorized instructors/writers. The Department of Military History consists of a senior instructor/writer and authorized instructors/writers.

29-3. Functions

- a. Develops sergeant majors with a warfighting focus for BN and BDE assignments, capable of conducting full-spectrum operations in JIIM environments, and who have the requisite competencies to serve successfully as division through echelons above corps staff sergeant majors.
- b. Develops maneuver, fires, and effects abilities.

- c. Further develops military professionals adept at making repetitive discretionary judgments and skilled in problem solving under lethal, volatile, ambiguous, complicated, and uncertain circumstances within the spectrum of conflict in JIIM operations.
 - d. Prepares sergeants major to serve on battle staffs of operational level HQs.
 - e. Prepares sergeants major to lead missions assigned to BN and BDE-size units.
 - f. Develops the professional skills and competencies required of senior leaders.
-

Chapter 30

Sergeants Major Nonresident Course

30-1. Mission

The mission of the Sergeants Major Nonresident Course is to provide senior NCOs with the highest quality education by leveraging both DL and resident educational technologies. Develop agile and adaptive senior NCOs who can meet the challenges of full-spectrum operations in an era of persistent conflict.

30-2. Organization

The Sergeants Major Nonresident Course consists of a director, and authorized SMEs for operations, course facilitation, and phase two facilitators.

30-3. Functions

- a. Performs the same functions as the Sergeants Major Course, but does it via DL with a 2-week resident phase.
 - b. Plans, resources, and delivers learning opportunities in the area of collaboration.
 - c. Increases student-to-student interactions and instructor-to-student interactions.
 - d. Implements threaded discussions.
 - e. Incorporates online group work activities.
 - f. Improves the curriculum and business practices.
 - g. Mirrors the SMC resident course curriculum.
 - h. Fosters and sustains a positive work environment for all SMNRC personnel.
-

Chapter 31

Battle Command Training Directorate

31-1. Mission

The mission of the Battle Command Training Directorate is to provide SMEs for battle command (BC) instruction.

31-2. Organization

The Battle Command Training Directorate consists of a chief or director, and authorized SMEs for Video Tele Training (VTT), and civilian operators (contract manpower equivalent).

31-3. Functions

- a. Create a full-spectrum environment, to include JIIM.
- b. Provide BC tools and systems.
- c. Support the education of leaders in the fundamentals of BC and battle staff operations.
- d. Increase knowledge and experience with decisionmaking skills and command and control technologies used during full spectrum joint, interagency, and multinational operations.
- e. Support the Academy as an SME for BC and battle staff training.
- f. Provide technical oversight for BC to all courses educating leaders IAW USASMA's Program of Instruction (POI).
- g. Coordinate the VTT reach capability for USASMA leader education.
- h. Provide a test bed for emerging command and control systems and cutting edge BC instructional technology, including virtualization and advances in civilian/government off the shelf hardware/software.

Chapter 32

Fort Bliss NCO Academy

32-1. Mission

The mission of the NCOA is to develop agile, adaptive, and resilient leaders capable of meeting the challenges of full-spectrum operations in an area of persistent conflict, provide leadership, warfighting, individual and team training.

32-2. Organization

The NCO Academy consists of a commandant, military operations SMEs, a supply SME, and authorized administration SMEs, HR SMEs, armament and operations specialist, authorized senior small group leaders, and authorized small group leaders.

32-3. Functions

a. Provides the first level of education and training in the NCOES, transforming enlisted Soldiers to NCOs.

b. Conducts the WLC.

c. Provides students with opportunities to demonstrate and practice skills they learn in a progressive and challenging atmosphere.

Appendix A
References

Section I
Required Publications

TRADOC Regulation 10-5
Organization and Functions, U.S. Army Training and Doctrine Command

Section II
Related Publications

None

Section III
Referenced Forms

DA Form 1045
Army Ideas for Excellence Program (AIEP) Proposal

DA 1059
Service School Academic Evaluation Report

DA Form 2028
Recommended Changes to Publications and Blank Forms

Glossary

Section I Abbreviations

ACCP	Army Correspondence Course Program
ACFL	Army Culture and Foreign Language
AIEP	Army Ideas for Excellence Program
ALC CC (DL)	Advanced Leaders Course Common Core (Distance Learning)
AMO	Acquisition Management and Oversight
ARFORGEN	Army force generation
ARNG	Army National Guard
ATRRS	Army Training Requirements and Resources System
BC	battle command
BDE	brigade
BN	battalion
BSNCO	Battle Staff NCO
BSNCO C	Battle Staff NCO Course
CAC	Combined Arms Command
CAD	course administration data
CALL	Center for Army Lessons Learned
CC	common core
CG	commanding general
CMH	Center of Military History
COOP	Continuity of Operations Plan
CoS	chief of staff
CSM	command sergeant major
DCG	deputy commanding general
DL	distance learning
DOD	Department of Defense
DOTMLPF	doctrine, organization, training, materiel, leadership and education, personnel, and facilities
DTS	Defense Travel System
EMERC	Enlisted Military Education Review Council
FSC	First Sergeant Course
GCMCA	General Court-Martial Convening Authority
HQDA	Headquarters, Department of the Army
HQ	headquarters
HR	human resources
IAW	in accordance with
IMSO	international military student office
INCOPD	Institute for NCO Professional Development
JIIM	joint, interagency, intergovernmental, and multinational
L2I	Lessons Learned Integration
MTT	mobile training team
NCO	noncommissioned officer

NCOA	Noncommissioned Officer Academy
NCOES	Noncommissioned Officer Education System
PIP	Pandemic Influenza Plan
PME	professional military education
POI	program of instruction
QAO	quality assurance office
RC	Reserve component
SCMCA	Summary Court-Martial Convening Authority
SGM	sergeant major
SGT	sergeant
SIG	Strategic Initiatives Group
SMA	Sergeant Major of the Army
SMC	Sergeants Major Course
SME	subject matter expert
STRATCOM	Strategic Communication
TDA	table of distribution and allowances
TRADOC	U.S. Army Training and Doctrine Command
TRAP	training resources arbitration panel
USAR	United States Army Reserve
USASMA	United States Army Sergeants Major Academy
VTT	video tele training
WLC	Warrior Leader Course
