

NONRESIDENT
SERGEANTS MAJOR COURSE
CLASS 31
INFORMATION PAMPHLET



U.S. ARMY SERGEANTS MAJOR ACADEMY
FORT BLISS, TEXAS 79918-8002



THE UNITED STATES ARMY SERGEANTS MAJOR ACADEMY

The United States Army Sergeants Major Academy (USASMA) provides a unique opportunity for selected noncommissioned officers to engage in studies which broaden their educational horizons. This ultimately prepares them for positions of greater responsibility throughout the defense establishment. This information pamphlet will assist you in understanding the nonresident course objectives. You should address questions pertaining to this pamphlet, or any additional information you may desire regarding the course, to the office of the Sergeants Major Nonresident Course (SMNRC), USASMA. Send requests for information on the course to: Commandant, US Army Sergeants Major Academy, ATTN: ATSS-BAC, Bldg 11291, Biggs Field, Fort Bliss, Texas 79918-8002. We can also be accessed through the Internet, located at (usasma.bliss.army.mil/nrc).

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BACKGROUND

The U.S. Army established the Noncommissioned Officer Education System (NCOES) in 1981. This system consists of four progressive levels of instruction (Primary, Basic, Advanced, and Senior). This system prepares noncommissioned officers to assume positions of increasing responsibility compatible with their career development and grade progression. USASMA represents the capstone of the NCOES and provides the pinnacle of formal military schooling for the career noncommissioned officer.

The USASMA, established 1 July 1972, began its academics in February 1973, with a curriculum designed to broaden the student's already acquired knowledge and skills. The first Sergeants Major nonresident course class was held in August 1974.

The nonresident course requires from 1 to 2 years to complete and concludes with a resident phase each year. Department of the Army, National Guard Bureau, or Office of the Chief, Army Reserve Boards select attendees for both the SMC resident and SMNRC nonresident courses. Graduates of the resident and nonresident courses receive identical consideration in all personnel management actions.

COAT OF ARMS

Crest

The torch in dark blue, established as the national color in Army Regulations of 1821, has flames to indicate zeal. These, together with the book, signify conveyance of knowledge and instruction in techniques required for professional leadership. The sword and quill pen represents both the combat and administrative services of the Academy's students.



Shield

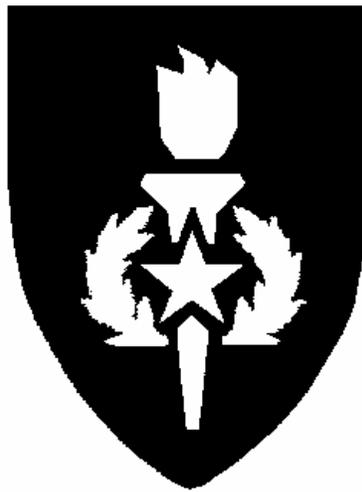
Army green and yellow and the embowed chevrons refer to the basic device of a noncommissioned officer's insignia of grade. Gold chain links refer to the role of the sergeant major as a link between the soldier and his commander. The star, which signifies command, also indicates the high qualifications required of senior noncommissioned officers for attendance at the Academy. The laurel wreath, signifying past meritorious performance required for selection, and the star and chevrons are all emblems of the highest insignia of grade for the noncommissioned officers.

Motto

"ULTIMA" (The Ultimate) is the motto of the US Army Sergeants Major Academy. The motto signifies that the Academy is the ultimate in noncommissioned officer education. The USASMA prepares senior noncommissioned officers for the ultimate in enlisted assignments throughout the defense establishment. CSM Arnold E. Orr, then Command Sergeant Major of the US Army Armor Center, Fort Knox, Kentucky, conceived this motto in July 1982.

SHOULDER SLEEVE INSIGNIA

Academy resident students, staff, and faculty wear a distinctive shoulder sleeve insignia. The insignia consists of a gold colored torch with scarlet flame imposed on a shield of Army Green. A gold 5-pointed star within an open gold laurel wreath surmounts the stem of the torch.



The shield is symbolic of confidence, boldness, and protection. The wreath and star simulate and suggest the insignia of grade associated with that of command sergeant major; the star is emblematic of guidance and the laurel wreath of achievement and merit. The torch symbolizes leadership, education, and training; while the flame alludes to zeal and action. The color Army Green alludes to the all-Army purpose of the Academy. The Army Green is also symbolic of faithfulness and obedience.

SECTION I

MISSION AND ORGANIZATION OF USASMA

Mission

To provide a program of study to prepare selected noncommissioned officers for positions of greater responsibility throughout the defense establishment. Develops, administers, and maintains both the nonresident course and resident phases of the Sergeants Major Course.

Organization

The Commandant is responsible to the Commander, US Army Training and Doctrine Command (TRADOC) for the fulfillment of the USASMA's missions. The USASMA Command Sergeant Major and other members of the staff and faculty provide advice and assistance to the Commandant.

The diagram below shows the organization of the staff and faculty. The staff includes the personnel of the USASMA who are primarily concerned with administration, security, support operations, and other associated responsibilities. The faculty, under the supervision of the Assistant Commandant, deals primarily with preparation and presentation of the USASMA educational programs. The Chief, Nonresident Course, administers the Nonresident Program.

COMMANDANT

COMMAND
SERGEANT
MAJOR

STUDENT
STAFF & FACULTY
BATTALION

HHC
HQ STAFF

<u>COMPANY A</u>	
RESIDENT	NONRESIDENT
STUDIES	STUDIES
SMC	SMNRC

<u>COMPANY B</u>	
1SG	BATTLE
COURSE	STAFF
	COURSE

SECTION II

CURRICULUM CONCEPT

Students selected for the USASMA Sergeants Major Nonresident Course have demonstrated potential for increased responsibility.

Each SMNRC class consists of senior noncommissioned officers in the rank of Master Sergeant, First Sergeant, Sergeant Major, Command Sergeant Major, and equivalent ranks from the Active Army, Army Reserve, Army National Guard, and sister services. The SMNRC provides an intellectually broadening educational experience as well as a detailed study of contemporary leadership subjects. During the resident phase, the curriculum provides an opportunity for individual and group study of problems directly affecting today's senior noncommissioned officer. The intent of the total USASMA educational experience is to promote the humanistic professional qualities that, which graduates need to carry out their expanded responsibilities.

A new SMNRC begins 1 April of each year, requires from one to two years to complete, closely parallels the resident SMC curriculum, and provides lessons with both self-graded and On-line graded requirements. Emphasis is on improving student communication skills with written and oral practical exercises.

SECTION III **TRAINING**

The USASMA, Sergeants Major Nonresident Course (SMNRC) curriculum includes instruction in four major fields of study:

MILITARY STUDIES (Module 1 and 2) is an overview of US defense policy and the organization for defense of the nation. Students study, in detail, the Army division and its mission, organization, and command and staff procedures.

LEADERSHIP (Module 3) focuses attention on human behavior, individually and collectively. Students examine contemporary problems facing the senior noncommissioned officer in dealing with people, individually and in groups. They then determine the impact of these problems on the morale, discipline, and efficiency of soldiers.

NATIONAL SECURITY AFFAIRS (Module 4) familiarizes the student with the world scene, to include modern history and interrelationships of countries and their governments. Emphasis is on the role of the United States in national strategy, foreign policy and military strategy.

RESOURCE MANAGEMENT (Module 5) is a study of the fundamental principles of managing resources, e.g., people, material, systems, environment, and money. Students also study management's treatment of current Army challenges.

TRAINING MANAGEMENT (Module 6) is a study of the fundamental principles of METL development and Training Planning, Execution, Assessment and Development. There is also a lesson on conducting a Quarterly Training Briefing (QTB).

The instructional method in the resident phase (Phase II) utilizes the small group process (10 to 16 students). This provides a close atmosphere for the exchange of ideas, thus allowing collective reasoning in the solving of requirements during practical exercises. This method minimizes traditional platform instruction. Group discussion and application of problem solving techniques reinforces principles and concepts developed in the nonresident course phases. Additionally, we teach some subjects which do not lend themselves to the nonresident course mode of instruction. The following pages in this section describe each module of the Nonresident Course Program curriculum.

CLASS 31

Phase I Overview (Nonresident)

Module 1 and Module 2

MILITARY STUDIES OVERVIEW

1. OBJECTIVE. The objective of these modules are to enable the student to apply the principles of staff procedures to a series of changing tactical situations.
2. SCOPE. These modules include:
 - a. An overview of the US defense policy and organization of Department of Defense and Reserve Components.
 - b. A study of the division and its elements, command and staff duties and responsibilities, overlay techniques, the law of war, Noncommissioned officer history, and principles of combat.
 - c. An analysis of the division in defensive and offensive operations, including tactical organization, combat support, combat fire support, and fundamentals of combat.
 - d. Introduction to Operations(FM 3-0)and Force Projection doctrine.
 - e. Introduction to Operations Other Than War (OOTW).
 - f. Instruction in the preparation and use of written documents such as orders, plans, and estimates. Also, an oral presentation program requiring each student to prepare and present a NCO history journal article and a graduation speech. The presentation for each is 10 minutes + or - 2 minutes in length. You will present your presentation to a **CSM/SGM that has graduated the SMC for evaluation and critique**. You will also prepare an information briefing presented during the resident phase of the course The purpose of this program is to improve the verbal communication skills of the student.
 - g. Two end-of-module examinations.

TOTAL LESSONS: 18

Module 1

Military Studies (Part I)

LESSON COMPLETION SCHEDULE

LESSON	TITLE	HOURS	JUN 2005	JUN 2006	DATE COMPLETED
			COMPLETION SCHEDULE	COMPLETION SCHEDULE	
N501	Department of Defense	3	7 Apr 04	15 Apr 04	_____
N502	Reserve Components	5	14 Apr 04	30 Apr 04	_____
W500	The Division	4	21 Apr 04	30 Apr 04	_____
W501	Command and Staff	5	28 Apr 04	15 May 04	_____
W502	Overlay Techniques W/programmed text	7	7 May 04	30 May 04	_____
W503	The Law of War	7	14 May 04	15 Jun 04	_____
C500-C	Techniques of Military Briefings	8	Grad Speech due end of MOD 2 Info Brief given during Phase II		
L500	History of the NCO	19	Journal Article completed by end of MOD 3		
Module 1	Examination		31 May 04	31 Jul 04	_____

MANDATORY COMPLETION FOR MODULE ONE IS 31 July 04.

Module 2

Military Studies (Part II)

LESSON COMPLETION SCHEDULE

LESSON	TITLE	HOURS	JUN 2005 COMPLETION SCHEDULE	JUN 2006 COMPLETION SCHEDULE	DATE COMPLETED
W504	Combat Support	3	7 Jun 04	15 Aug 04	_____
W505	Combat Fire Support	7	7 Jun 04	15 Aug 04	_____
W506	The Military Decision-Making Process	5	14 Jun 04	31 Aug 04	_____
W507	Plans, Orders & Annexes	4	14 Jun 04	31 Aug 04	_____
W508	The Environment Of Operations	7	21 Jun 04	15 Sep 04	_____
W509	Foundation of Full Spectrum Operations	7	28 Jun 04	30 Sep 04	_____
W510	Conducting Decisive Full Spectrum	7	7 Jul 04	15 Oct 04	_____
W511	Enabling Operations	7	14 Jul 04	31 Oct 04	_____
W512	NBC OPERATIONS	3	21 Jul 04	15 Nov 04	_____
C500-C	Grad Speech (assigned in MOD 1)		21 Jul 04	15 Nov 04	_____
Module 2	Examination		31 Jul 04	30 Nov 04	_____

MANDATORY COMPLETION FOR MODULE 2 IS 30 Nov 04.

Module 3

LEADERSHIP OVERVIEW

1. OBJECTIVE. The objective of this module is to enable the senior noncommissioned officer to employ leadership principles, motivate subordinates, apply proper counseling techniques, and communicate effectively.

2. SCOPE. This phase includes:

a. A study of the principles and styles of leadership reinforced with the study of performance, personal counseling, stress, and equal opportunity/sexual harassment.

b. A study of the Army Suicide prevention program.

c. A study of the Army Safety program.

d. An introduction to the Duties, Responsibilities, and Authorities of noncommissioned and commissioned officers.

e. A module examination is taken upon completion of all module 3 lessons.

TOTAL LESSONS: 8

Module 3

Leadership

LESSON COMPLETION SCHEDULE

<u>LESSON</u>	<u>TITLE</u>	<u>HOURS</u>	<u>JUN 2005 COMPLETION SCHEDULE</u>	<u>JUN 2006 COMPLETION SCHEDULE</u>	<u>DATE COMPLETED</u>
L510	Organizational Leadership	4	7 Aug 04	15 Dec 04	_____
L511	Personal and Performance Counseling	8	7 AUG 04	15 Dec 04	_____
L512	Suicide Prevention	2	14 AUG 04	31 Dec 04	_____
L513	Duties, Responsibilities and Authority of NCOs	5	21 AUG 04	15 Jan 05	_____
L514	Combat Stress	3	31 Aug 04	31 Jan 05	_____
L523	Equal Opportunity	8	14 Sep 04	28 Feb 05	_____
L524	The Army Safety Program	3	21 Sep 04	15 Mar 05	_____
L500 . .	History of the NCO (assigned in MOD 1)	19	21 Sep 04	15 Mar 05	_____
Module 3	Examination		30 Sep 04	31 Mar 05	_____

MANDATORY COMPLETION DATE FOR MODULE 3 IS 31 Mar 05.

Module 4

NATIONAL SECURITY AFFAIRS OVERVIEW

1. OBJECTIVE: The objective of this module is to enable the senior noncommissioned officer to explain world affairs and international relations relating to United States military involvement overseas.

2. SCOPE: This module includes:

a. A study of national ideologies, national purpose, national interests/conflicts, domestic factors, and threat elements of national power.

b. An investigation into US military and international strategy and domestic factors and their effect on foreign policy and global US commitments.

c. Eleven lessons and one research essay (completed and brought to phase II).

d. An end-of-module examination.

TOTAL LESSONS: 11

Module 4

LESSON COMPLETION SCHEDULE

LESSON	TITLE	HOURS	JUN 2005 COMPLETION SCHEDULE	JUN 2005 COMPLETION SCHEDULE	DATE COMPLETED
N503	Introduction to National Security Affairs	1	7 Oct 04	7 Apr 05	_____
N504	National Purpose	8	7 Oct 04	14 Apr 05	_____
N505	Comparative Ideologies	8	14 Oct 04	21 Apr 05	_____
N506	National Interest and Conflicts Of National Interest	7	14 Oct 04	30 Apr 05	_____
N507	National Power	3	28 Oct 04	7 May 05	_____
N508	Threat to Nation-States	2	28 Oct 04	14 May 05	_____
N509	US Domestic Factors	2	7 Nov 04	21 May 05	_____
N510	US Commitments	2	7 Nov 04	31 May 05	_____
N511	US Military Strategy	7	14 Nov 04	7 Jun 05	_____
N512	US International Strategy & Foreign Policy (Research Paper Bring to Phase II)	7	14 Nov 04	14 Jun 05	_____
N513	NSA Briefing Requirements	20	28 Nov 04	30 Jun 05	_____
Module 4	Examination		30 Nov 04	31 Jul 05	_____

MANDATORY COMPLETION DATE FOR MODULE FOUR IS 31 Jul 05.

Module 5

RESOURCE MANAGEMENT OVERVIEW

1. OBJECTIVE: The objective of this module is to enable the senior noncommissioned officer to become more effective and knowledgeable in the fields of administration, personnel, supply, maintenance, and field services.

2. SCOPE: This module includes:

a. A study of Force Integration.

b. An overview of supply management with emphasis on user level supply problems.

c. A study of Army unit maintenance and maintenance procedures requiring identification of corrective action to take on specific problems depicted, should such problems exist.

d. An introduction to the Army Field Feeding System and resolving problems according to regulations.

e. A study of causes and solutions to work place violence.

f. A study of combat service support.

g. An overview of environmental considerations in the army.

h. A study of the systems approach to organizational management.

i. End-of-module examination.

TOTAL LESSONS: 9

PHASE 5

Resource Management

LESSON COMPLETION SCHEDULE

LESSON	TITLE	HOURS	JUN 2005		JUN 2006		DATE COMPLETED
			COMPLETION SCHEDULE	COMPLETION SCHEDULE	COMPLETION SCHEDULE	COMPLETION SCHEDULE	
L520	Systems approach to Organizational Assessment	7	7 Dec 04		15 Aug 05		_____
L521	Workplace Violence	5	7 Dec 04		15 Aug 05		_____
R500	Environmental Considerations in the military	5	14 Dec 04		31 Aug 05		_____
R501	Force Integration	8	14 Dec 04		31 Aug 05		_____
R502	Installation Management	8	21 Dec 04		15 Sep 05		_____
R503	The Army Field Feeding System	5	21 Dec 04		30 Sep 05		_____
R504	Combat Service Support	5	28 Dec 04		30 Sep 05		_____
R505	Supply Management	7	7 Jan 05		15 Oct 05		_____
R506	Maintenance Management	3	14 Jan 05		31 Oct 05		_____
Module 5	Examination		31 Jan 05		30 Nov 05		_____

MANDATORY COMPLETION DATE FOR MODULE FIVE IS 30 Nov 05.

Module 6

TRAINING MANAGEMENT OVERVIEW

1. OBJECTIVE: The objective of these modules is to enable the senior noncommissioned officer to become more effective in planning, developing, assessing and executing training. Additionally, this module contains a lesson on the Army Writing Style.

2. SCOPE: This module includes:

- a. METL development.
- b. Planning process.
- c. A study on the execution and assessment of training.
- d. A study on leadership development.
- e. How to conduct a Quarterly Training Brief (QTB).
- f. A study of the Army Writing Style with practical exercises (PE 18 to be brought to Phase II).
- g. An end-of-module examination.

TOTAL LESSONS: 10

Module 6

Training Management

LESSON COMPLETION SCHEDULE

LESSON	TITLE	HOURS	JUN 2005 COMPLETION SCHEDULE	JUN 2006 COMPLETION SCHEDULE	DATE COMPLETED
C501	Army Writing Program	25	28 Feb 05	15 Dec 05	_____
T501	METL Development	4.5	28 Feb 05	15 Dec 05	_____
T503	Training Planning Process	3	28 Feb 05	31 Dec 05	_____
T505	Training Execution and Assessment	3	28 Feb 05	31 Dec 05	_____
T506	Leader Development Program	2.5	28 Feb 05	31 Dec 05	_____
T507	Quarterly Training Brief	3	28 Feb 05	15 Jan 06	_____
T508	AAR	5	28 Feb 05	15 Jan 06	_____
T509	Unit Assessment	5	28 Feb 05	15 Jan 06	_____
T510	NCODP	5	28 Feb 05	31 Jan 06	_____
T511	MDRD Overview	5	28 Feb 05	31 Jan 06	_____
Module 6	Examination		28 Feb 05	28 Feb 06	_____

MANDATORY COMPLETION DATE FOR Module 6 IS 28 Feb 06.

OPTIONAL ONE YEAR GRADUATION IS JUNE 2005.

MANDATORY TWO YEAR GRADUATION IS JUNE 2006.

PHASE II OVERVIEW (RESIDENT)

1. OBJECTIVE. The objective of this phase is to enable the student to apply principles and knowledge gained in Phase I and to reinforce earlier learning while expanding knowledge of current subjects.

2. SCOPE. This phase includes:

- a. Instruction in small group organization and processes.
- b. A study of human values and ethics.
- c. A study of human motivation.
- d. An introduction to stress management.
- e. A hands on continuation of the Army Writing Program, requiring a demonstration of proficiency.
- f. An Information Briefing (C500-C) assigned in MOD 1, oral Country Briefing based on the National Security Affairs Analysis Model (N513) MOD 4, Research Paper (N512) MOD 4 and LE/PE-18 from (C501) MOD 6.

3. The Phase II is at the United States Army Sergeants Major Academy located at Fort Bliss, Texas. Instruction is through the small group process. Selected guest speakers will present information on current and relevant subjects.

4. Each student participating in the SMNRC will have two opportunities for attending the Phase II at Fort Bliss (one year finish-June 2005/two year finish-June 2006). USASMA conducts the Phase II in June of each year. To attend Phase II, a student must complete all nonresident modules per the course completion schedule. The completion date provides the USASMA time to nominate students for attendance at the resident phase and for administrative processing at Department of the Army. Each component i.e., PERSCOM (Active Army); NGB (National Guard); and ARPERCEN (Army Reserve) funds the cost of attending the resident phase. A welcome memorandum and resident phase pamphlet will be posted on the web page with specific instructions for attendance.

PHASE II

LESSON	TITLE
N530	Army Global Forecast (GS)
N500	NSA Certification (N513 hand carry to FA)
C502	Army Writing Program (C501 PE-18 hand carries to FA)
C507	Communications
L501	Group Dynamics
L502	Stages of Group Development
L503	Small Group Process
L504	Adult Learning
L505	Values and Ethics in Military Leadership
L506	Human Motivation
L508	Military Justice (GS)
L509	Stress Management (GS)
L515	Effective Listening
L519	Leadership Styles
L533	Leadership In-Box Exercise
W530	Combating Terrorism (GS)
H505	Health Promotion & Total Fitness (GS)
C500-R	Techniques of Military Briefings (Info brief hand carry)
N512	Research Paper (hand carry to FA)

* You must give PE 18 and your Research Paper (N512) to your assigned SMC FA on the first day of class, do not give them to your CF at the SMNRC. You must also arrive with your Information Briefing (C500-C) and NSA Briefing (N513) completed. There will be some time to adjust your briefings.

SECTION IV

STUDENT SERVICES

CLASS FACILITATOR

The Class Facilitator (CF) is the point of contact for all students. They are responsible for answering questions concerning course content, student progress, and for counseling the students concerning course related matters. The class facilitators screen all graded assignments to ensure that students receive grades according to published standards. They also approve short-term extensions of module completion deadlines. Contact numbers are available at the NRC web site (usasma.bliss.army.mil/nrc). The Faculty Adviser (FA) will assume responsibility of students upon student's arrival for the resident portion June 05/06.

RECORDS

The SMNRC office maintains academic records on each student. Each record contains Height/Weight(Annex D)*, TCO/TSO(Annex C)** and academic information concerning the student's status in the course. It is important that each student keep the USASMA NRC informed of any changes of status. If the student is promoted or has a change in duty or mailing address, they must immediately contact their CF. * Annex D may be substituted with unit memorandum or a copy of the student's portal screen with TCO information verified by CF. ** Annex C may be substituted with unit memorandum or DA Form 5500-R, Body Fat Content Worksheet.

PROCEDURES

All students will use the SMNRC web site to gain access to their student page and obtain course materials. The graded exercises will be done and graded on-line. End-of-module exams will be pre-positioned with the Test Control Officer that administers the exams to each student. Students must maintain contact, telephonically or by email, with their CF at least once a month.

STUDY REQUIREMENTS

Arranging study time is each student's responsibility. The amount of study time varies for each student; depending on their reading and comprehension skills, their familiarity with the subject, and their overall study habits. Throughout the course, students must take several examinations administered by authorized test control personnel. Students may not use any lesson material while taking the examinations. Each examination contains questions from each lesson in the module. The USASMA formulates the questions based on the Enabling Learning Objectives (ELOs) found at the beginning of each lesson. In addition to management of time to ensure prompt completion of lessons, students must set aside time to continuously review each lesson's ELOs prior to taking the end-of-module examination. The average study time per week is six to eight hours for a nonresident course student to complete the course in two years. Students desiring to complete the course in one year must increase their study time.

Before beginning the course, each student should read the "Guide to Studying and Passing Exams" located in Annex B. The guide contains very useful information to help the student improve study habits and help them prepare for the module examinations.

LESSON COMPLETION SCHEDULES

Lesson completion schedules provided in Section III and their student portal assists each student in maintaining progress throughout the course. By completing each lesson no later than the date shown on the schedule, students can distribute their efforts evenly throughout the duration of the course and meet mandatory module completion dates. The schedule provides dates for completing the course in either one year at an accelerated pace, or two years which is the maximum allowed for completion of the course.

MODULAR APPROACH

Your CF will ask you to start work using the modular approach. The modular approach saves valuable time and energy, and keeps you ahead of schedule. Six modules make up the nonresident portion of the course. The number of lessons in each module varies. The TSPs contain the TLOs/ELOs for each lesson. Each lesson has a self-graded exercise. Upon completion of the lesson, students will take the on-line exercise on-line. After completing a module, Spend a week preparing for the end-of-module examination (know the ELOs), keeping the information fresh in your mind. Reminder: **Examination failures slow you down.**

PHASE I

Module and LESSON BREAKDOWN

MODULE 1	MODULE 2	MODULE 3	MODULE 4	MODULE 5	MODULE 6
8*	9	7	11**	9	10***
EXAM	EXAM	EXAM	EXAM	EXAM	EXAM

*Information Briefing, Graduation Speech and NCO History Journal Article assigned in MOD 1

**NSA brief (N513) and Research paper (N512) assigned in MOD 4 brought to Phase II (Resident Phase) along with info brief (C500-C)MOD 1

***C501 Army Writing Style (AWS) LE/PE-18 brought to Phase II