

MASTER LEADER COURSE



STUDENT GUIDE

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In accordance with guidance provided by the Training and Doctrine Command (TRADOC Regulation 350-18, Chapter 3, Paragraph 3-2), the Fort Campbell NCO Academy has developed this Student Guide, which includes policy and procedures for the Master Leader Course.

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SECTION I

Master Leader Course (MLC) General Policies/Procedures

1. Course Overview

a. The MLC contains 27 lessons, assignments, and dedicated research time, which total 112 academic hours. The resident course is conducted over 14 days, Program of Instruction (POI).

b. The MLC lessons are progressive and sequential, and lessons are modularly separated into the four Army Learning Areas: Leadership, Operations, Training, and Mission Command as described in NCOLCoE Bulletin No. 1-19, Noncommissioned Officer Common Core Competencies (NCOC3). Effective FY 18, all promotable Sergeants First Class SFC from the active-component Army, Army Reserve, and National Guard must successfully complete the course to progress to the next higher rank.

c. The MLC is a student-centered, facilitator-guided leadership course that focuses on learning in a collaborative environment. Students are expected to take ownership of their own learning, with the facilitators serving as guides in the learning process. MLC provides the Army with competent senior noncommissioned officers who maintain a positive presence and who are self-aware, adaptive, and able to shape the joint operational environment. Grounded in Army and Joint doctrine, MLC graduates will take advantage of challenges by exploring opportunities that leverage all available resources. The senior NCO of today must understand Decisive Action and Mission Command executed through combined arms formations. MLC delivers operations-capable sergeants who can lead their organizations to fight and win in complex operational environments, from battalion and brigade levels, to Echelons above Corps (EAC).

d. Goal – Target Master Sergeant: The MLC provides the Army with competent senior noncommissioned officers (NCOs) who maintain a positive presence and who are self-aware, adaptive, and able to shape the joint operational environment. Grounded in Army and Joint doctrine, MLC graduates will take advantage of challenges by exploring opportunities that leverage all available resources. The senior NCO of today must understand Decisive Action and Mission Command executed through combined arms

formations. The MLC delivers operations capable sergeants who can lead their organizations to fight and win in complex operational environments, where battalions maneuver in formations from division to corps level.

e. Problem-based Environment – ALC-TE: The ALC-TE 2020-2040 directs courses to replicate "the complex global environment within the learning context and conditions" through a variety of means. We optimize individual and collective learning by learner focused courseware using a team concept to help replicate the staff setting and reinforce their understanding of human dimension capabilities. The entire course is set within the Decisive Action Training Environment (D.A.T.E.) 3.0 context.

f. Doctrinal Context – Army Vision: The Army Strategy states the Army Vision as "The Army of 2028 will be ready to deploy, fight and win decisively against any adversary, anytime and anywhere, in a joint, combined, multi-domain, high-intensity conflict, while simultaneously deterring others and maintaining its ability to conduct irregular warfare. Training will be tough, realistic, iterative, and battle-focused."

g. Blackboard (Bb) - The digital learning platform is a key part of the learning process. All products, grading, and feedback must be input into Bb so that the Army can run reports, aggregate data, generate metrics, and measure the course effectiveness for rapid improvement.

2. The Honor Code:

a. Honor is the guiding principle of every endeavor involving the profession of the Army. Integrity is a basic attribute demanded of every Noncommissioned Officer. This personal quality requires, among other things, that your work must be your own.

b. Examinations and performance oriented training evaluations are given throughout the course. Work is evaluated based on individual effort. Each student's work will be **entirely original** in every manner. The copying of another student's work violates the intent of the Honor Code. Students are encouraged to collaborate together, utilizing the team concept; however, the final result will be entirely original.

c. The honor system does not cease with academic honor and integrity. It also applies to the observance and adherence to rules, regulations, and policies. To knowingly violate a rule, regulation or policy, whether or not this violation is discovered, is a discredit to your word of honor. It is your responsibility as a student and as a Noncommissioned Officer, to report violations of rules, regulations, and policies immediately to the chain of command. Failure to do so is a violation of the Honor Code and is grounds for dismissal.

d. Examples of falsifying or cheating on a report, performance exercise, test or examination submitted by a student to meet course requirements are:

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- (1) Use of unauthorized aids.
- (2) Copying from another students work.
- (3) Unauthorized use of the internet during examinations.
- (4) Soliciting, giving, and/or receiving unauthorized oral or written aid.
- (5) Any similar action contrary to the principles of academic honesty.

e. Plagiarism is defined as incorporating into one's own work the work or ideas of another without properly giving credit to the original author or citing the original source.

3. Enrollment Criteria: Active Component, Active Guard Reserve, Army National Guard, and U.S. Army Reserve selectees attending MLC must meet the following criteria:

- a. Sergeant First Class (SFC).
- b. Meet service-remaining requirements IAW AR 614-200 Chapter 4-1, and 4-6. (6 months).
- c. Graduate of the Senior Leader Course and Distributed Leader Course IV.
- d. Meet the height and weight standards outlined in AR 600-9.
- e. There is no longer a requirement for all Soldiers to obtain electrocardiograms (EKG) at age 40. Based on U.S. Public Health Service (USPHS) criteria, and ALARACT 018/2017, the health care provider assesses cardiovascular risk factors in the periodic health assessment PHA at age 40, and determines whether an EKG is necessary. Service members must have completed a cardiovascular disease risk evaluation per the United States Prevention Services Task Force during their PHA, as part of their PHA within the past 12 months, to attend the MLC Resident or MLC (DL), IAW AR 40-501, Chap 3-14 a. (5).
- f. Signed Pre-execution Check List (PEC).

4. In/Out-processing:

a. Purpose: To outline procedures for in-processing and out-processing the Master Leader Course.

b. In-processing

(1) Report to Courtney Hall, Building 7527 (See Annexes A and B), at 1400 on the class report date in duty uniform (ACU). At this time, the class reservation roster

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will be verified. If not previously submitted on Blackboard, all students should have the following:

(a) Signed and completed TRADOC Form 350-18-2-R-E, Pre-Execution Checklist (PEC).

(b) Prerequisite Expository Essay (PRE).

(c) Submit to Blackboard any physical profiles, DA Form 705, DA Form 5500/5501 body fat worksheet (if required).

c. Out-processing.

(1) Out-processing will take place prior to the graduation ceremony on the final day of class. Students will not receive a signed DA 1059 until all MLC areas are cleaned and checked by a member of the cadre.

(2) TDY students should not schedule flights departing from Nashville International Airport (BNA) prior to 1400 on the day of graduation.

SECTION II

Fort Campbell NCO Academy Policies

1. **Tobacco Use policy letter #7:** Tobacco products will not be used in any government building on NCO Academy grounds. Students will use tobacco products in the gazebos/break areas provided only.

2. **Staff Duty NCO:** The Staff Duty NCO will assist any student that may have an issue during non-training hours. SDNCO Number (270) 412-4898.

3. **Academy Computers:** Students will use government issued laptops for classroom instruction during the course and sign for them on day zero. Portable media devices are not authorized for use in any government computer. The student will be responsible for any damage, whether intentional or accidental.

4. **Attendance:** Attendance of all classes is mandatory. Students missing class must make up all material prior to graduation. If the cadre feels a student cannot make up the time missed, they may be considered for release from the course. If an absence is unavoidable, prior coordination with the Facilitator is required. In the case of an emergency, the MLC Branch Chief will be notified immediately. If unavailable, notify the SDNCO at (270) 412-4898, Building 7523.

5. **Unauthorized Absence/Failure to Report:** Any unauthorized absence greater than 4 hours in one occurrence will result in disciplinary elimination from the course.

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Unauthorized absences less than 4 hours will be recorded on a Developmental Counseling Form (DA Form 4856) by a Facilitator. The DA 4856 will include an appropriate plan of action and notify the student they are no longer eligible for academic honors. A second unexcused absence will be recorded on a DA Form 4856 by the MLC Branch Chief and include a recommendation for dismissal from MLC.

6. Adverse Counseling: The student's Facilitator will record adverse counseling for misconduct on a DA Form 4856. Adverse counseling for misconduct may result in an annotation in Part II (blocks f – k) on the DA Form 1059.

a. The Academy Commandant may take action to dismiss a student who:

(1) Exhibits personal conduct such that their continuation in the course is not appropriate.

(2) Shows lack of progress, lack of motivation, conduct or attitude that is prejudicial to others in the class.

(3) Show actions that make it extremely unlikely they can successfully meet the standards for course graduation.

(4) Students that fail to follow regulatory and policy guidance regarding good order and discipline of a Noncommissioned Officer.

7. Sick Call Procedures: Emergency and routine sick call will be handled through your assigned Facilitator for guidance. Sick call on weekends/Holiday/DONSA is conducted at Blanchfield Army Community Hospital Emergency Room.

8. Dining Facility: Every student attending the NCO Academy is authorized to use the Academy Dining Facility. No food, drinks, or equipment (to include coffee cups) will be removed from the dining facility. The DFAC is only open when a BLC class is in session. Meals are served on a first come, first served basis. Meal rates are:

a. Breakfast: \$3.85

b. Lunch: \$6.15

c. Dinner: \$5.35

9. Complaints and Counseling: The Commandant has an open door policy (see NCOA Policy Letter #1). Students will use the cadre Chain of Command prior to seeking the Commandant's assistance. The Facilitators are available for counseling at any time. Students who wish to meet with the Commandant should schedule an appointment through their Facilitator.

10. Physical Readiness Training (PRT): MLC Students are responsible for maintaining their own physical fitness while enrolled in the Master Leader Course. Fort

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Campbell policy requires all personnel to be in an authorized APFU between the hours of 0630-0800. Civilian PT attire is NOT authorized for students conducting individual PRT on Fort Campbell, in any physical fitness center on Fort Campbell during these hours.

11. Off Limit Areas to Students: Students will adhere to the off limit establishment memorandum. Additionally, the following areas are off limits to Academy students, unless accompanied by a cadre member.

- a. The middle wing of Building 7523 (Command Group).
- b. Building 7526 (BLC Headquarters).
- c. Building 7527 (Courtney Hall).
- d. CFD-IC Annex.
- e. BLC Billets.

f. All areas listed as off limits or restricted areas by the Commanding General, 101st Airborne Division (Air Assault) Fort Campbell. The list is posted on the bulletin boards throughout the building.

12. Graduation: Students' Chain of Command and families are encouraged to attend graduation ceremonies. The uniform for all MLC graduation ceremonies is the Army Service Uniform (ASU/AGSU).

SECTION III

Commonly Addressed Concerns and Questions

1. Per Diem: Per Diem is determined by the Joint Travel Regulation and the ATRRS assignment instructions for MLC. While there is a DFAC available on Academy grounds, student per diem rate is not dependent on Academy DFAC hours. Students are authorized to eat at Blanchfield Army Community Hospital (BACH) or any other DFAC located on Ft. Campbell.

2. Lodging: It is the student's responsibility to arrange lodging through IHG on Ft. Campbell upon receiving a course reservation. IHG non-availability issues should be addressed with IHG for DTS filing purposes.


3. Blackboard: Enrollment in Blackboard is mandatory and instructions are detailed within the MLC welcome letter. It is the student's responsibility to submit all prerequisite documents NLT the Friday prior to their class start date, in the correct format and the correct locations within Blackboard. Additionally, students must

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familiarize themselves with Blackboard, locating Learning Modules and References and Readings to begin to prepare themselves for the course. Waiting until Day 1 of the course puts the student in a position of significant disadvantage.

4. **Packing list:** There is not a specified packing list for MLC. However, students should ensure they have enough OCPs and APFUs with accompanying articles to complete HT/WT, ACFT and 15 days of classroom instruction. The ASU/AGSU uniform is required for wear as part of graduation ceremony.

5. Point of Contact for this document is Mr. Kenneth F. Newsome at (270) 798-4813.



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