

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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Course Design

1. Purpose: This chapter outlines the purpose and scope of the Master Leader Course.
2. The Master Leader Course (MLC) contains 27 lessons which total 112 academic hours during a continuous 14-day program of instruction. The MLC lessons are progressive and sequential, covered in four Army Learning Areas: Human Dimension, Army Profession and Leadership, Professional Competence, and Mission Command. Promotable Sergeants First Class and select Master Sergeants from the active-component Army, Army Reserve, and National Guard will attend the course in a resident status at various NCO Academy locations throughout the three components of the United States Army.
3. 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 and threats by exploring opportunities and leveraging 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 Master Sergeants who can lead their organizations to fight and win in complex operational environments, from battalion and brigade levels, to Echelons above Corps (EAC).
4. The MLC Structure: As part of Army's Professional Military Education (PME) within the Institutional Domain, the MLC curriculum supports the 14 General Learning Outcomes (GLOs), and helps Students increase their knowledge within the four Army Learning Areas (ALAs). It provides learning experiences that help learners grow their character, presence, self-expression, and teamwork abilities. MLC also requires learners to communicate their reasoning orally and in writing. The course stresses intellectual honesty, integrity, professional values, and standards.
 - a. **Human Dimension:** This ALA consists of five lessons. The student will be able to apply communications principles to inspire, lead, and influence at the organizational level.
 - b. **Army Profession and Leadership:** This ALA consists of two lessons that allow the learners to grow as capable leaders who use creative and critical thinking techniques while applying the principles, attributes, and applicability of servant leadership to overcome regular and irregular challenges in the operational environment.
 - c. **Professional Competence:** This ALA consists of four lessons related to training management, fundamentals of management, critical thinking/problem solving, and organizational management. Students will be able to apply management principles and become agile, flexible, adaptive senior Noncommissioned Officers at the organizational level.
 - d. **Mission Command:** This ALA consists of 16 lessons relating to capabilities, operations, mission command, decisive action, planning, and decision making. Learners will be able to conduct research, think critically, solve problems, and plan for operations to

achieve results by integrating principles of technical and tactical competencies, teamwork, collaboration, adaptability, and initiative.

SECTION I

Master Leader Course General Policies/Procedures

1. Master Leader Course Overview:

a. Reference:

- (1) MLC Course Management Plan (CMP).
- (2) TRADOC REG 350-18, The Army School System (TASS).
- (3) TRADOC REG 350-10, para 2-4 Institutional Leader Training and Education.

b. Purpose: This section outlines general policies of the Academy and explains the standards of behavior, conduct, and performance expected of students.

c. General: The Master Leader Course (MLC) prepares selected senior Noncommissioned Officers for positions of greater responsibility throughout the Department of Defense utilizing a synchronous resident curriculum program of study. The aim of the course is to further develop the professional skills and competencies required of Master Sergeants in the 21st century. This is accomplished in a rigorous learning environment. The program is designed to test each student on all aspects of performance.

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 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:

- (1) Use of unauthorized aids (answer keys, note cards, etc.).
- (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. Promotable Sergeant First Class SFC (P).
- b. Meet service-remaining requirements IAW AR 614-200 Chapter 4-6g, and Table 4-1.
- c. Graduate of the Senior Leader Course and Structured Self Development IV.
- d. Meet the height and weight standards outlined in AR 600-9.
- e. If age 40 or over, have completed a cardiovascular screening as part of their PHA within the past 5 years to attend MLC IAW AR 40-501, Chapter 8-26a.
- f. Signed Pre-execution Check List (PEC).
- g. Special Information.

(1) Students are required to report with copies of their permanent profiles for in-processing. Students will be administered a height/weight screening and an APFT during the course and must pass both to successfully graduate MLC.

(2) The 101st NCOA will deny enrollment to students who hold a temporary profile except for shaving or non-performance deterring profiles. Students diagnosed as pregnant after enrollment may continue training, provided the attending physician determines the student may continue and she can participate in all course physical requirements. Pregnant students must provide a copy of the attending physician's recommendation. A student medically dismissed for pregnancy after enrollment may return to the course when they are medically cleared.

(3) Temporary Profile Exceptions: Students may attend MLC with temporary profiles when the profile is issued due to injuries sustained in support of combat operations. Students must arrive with a copy of their current temporary profile and a memorandum signed by their commander stating the profile is a result of injuries sustained during participation/support of combat operations. The students will train within the limits of their profiles, but must be able to participate in and pass all course graduation requirements.

(4) One APFT retest and/or height and weight rescreening is allowed and will be administered no earlier than 7 days and no later than 10 days after initial failure of the APFT and/or height/weight screening. Students who subsequently fail to meet APFT standards and/or height and weight standards will be dismissed from the course IAW AR 350-1 and receive a Service School Academic Evaluation Form (DA Form 1059) with an annotation in Block 11d, Failed to Achieve Course Standards.

h. Students will be denied enrollment for failure to meet any of the above criteria.

4. Course Graduation Requirements:

a. Students must score 70 percent or higher on the following graduation requirements:

- (1) Written Communication.
 - (a) Individual Writing Paper.
 - (b) Individual Contribution to Group Project.
 - (c) Exam – Short Answer Essay (1 of 2).
 - (d) Exam – Short Answer Essay (2 of 2).
- (2) Oral Communication.
 - (a) Group Project Presentation.
 - (b) Course of Action Brief.
- (3) Leadership Skills Evaluation.
- (4) Contribution to Group Work Evaluation.
- (5) Research Ability Evaluation.
- (6) Army Physical Fitness Test and height/weight screening.

(a) A student receiving treatment for a temporary underlying medical condition (e.g. metabolic disorder) may attend the course with a memorandum from their

healthcare provider. This condition must not limit the student's physical abilities to complete the course.

5. In/Out-processing:

a. References.

- (1) AR 350-1 Army Training and Education.
- (2) TRADOC Regulation 350-18, The Army School System (TASS).
- (3) NCOA SOP.
- (4) MLC CMP.

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

c. Applicability: This student guide applies to all students assigned or attached to the 101st NCO Academy.

d. In-processing

(1) Report to Courtney Hall, Building 7527 (See Annexes A and B), at 1500 on the class report date in duty uniform: -OCP. At this time the class reservation roster will be verified.¹ 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 (PEE).

(c) Copy of any physical profiles, DA Form 705, DA Form 5500/5501 body fat worksheet (if required).

(2) Out-processing.

(a) 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.

(b) TDY students should not schedule flights departing from Nashville International Airport (BNA) prior to 1300 on the day of graduation.

6. Student Dismissal/Appeal Process:

a. References.

- (1) AR 40-501, Standards of Medical Fitness.
- (2) AR 350-1, Army Training and Education.
- (3) FM 7-22 Army Physical Readiness Training.
- (4) AR 600-9, Army Weight Control Program.
- (5) TRADOC Regulation 350-18, The Army School System (TASS).

b. Purpose: To outline the procedures for dismissing students from the NCO Academy and the appellate process.

c. Applicability: This student guide applies to all students assigned or attached to the 101st NCO Academy in a student capacity.

d. Academic and Administrative Elimination Procedures:

(1) Students being recommended for elimination for Academic or Administrative reasons will receive counseling from their Facilitator.

(2) The Commandant, Deputy Commandant or Designated Representative will read the elimination packet to the student and the student will have two days to indicate if they wish to appeal or not.

(3) If the student does not appeal, the student will be dismissed and out-processed from the Academy.

(4) If the student wishes to appeal, they have seven duty days to submit the appeal in writing to the Commandant.

(a) Students who elect to appeal will remain actively enrolled in the course pending disposition of their appeals.

(b) In cases where the decision of the appeal is delayed, students will participate in graduation ceremonies and be released back to their unit; however, the DA 1059 will be withheld from the student until final adjudication.

(5) The appeal must be submitted in a written or typed format and will be entered in the packet as an attachment. Staff Judge Advocate (SJA) will review the packet to determine legal sufficiency.

(6) The packet is then returned to the Commandant for final action. In cases

were an SJA is not available, the Commandant will forward appeals to the Commander who has General Court Martial Convening Authority (GCMCA) for review and final decision.

(7) The Academy Commandant will inform the student in writing of the final disposition of their case:

(a) If the appeal is approved, the student will continue with the course or graduate and be provided with a copy of their DA Form 1059.

(b) If the appeal is denied, the student will be out-processed from the NCO Academy. The student will be provided a copy of the complete packet and a copy of their DA Form 1059.

(8) Medical Disenrollment: When it is determined that a student has a medical condition which prevents full course participation, actions will be initiated to dis-enroll the student for medical reasons. Medical disenrollment are not adverse and are performed with the student's best interest in mind. There are no appeal procedures for medical dismissal.

(a) The student's Facilitator will initiate the counseling.

(b) The student will be informed as to the reason for their medical dismissal and that they may reapply for admission as soon as their physical condition allows.

(c) The Academy Commandant will approve the student be dismissed due to medical reasons.

(d) The Academy Commandant or designated representative will counsel the student being recommended for dismissal.

(9) General: Every student that is dismissed from the Academy will be provided a packet containing the following items:

(a) Dismissal Counseling from Facilitator.

(b) Final notification and counseling of dismissal from Deputy Commandant.

(c) Copy of notification memorandum to HRC and memorandum to first General Officer in the student's chain of command.

(d) DA Form 1059 and referred report memorandum (if applicable).

(e) Student's appeal (if applicable).

(f) Memorandum forwarding the packet to SJA.

(g) Memorandum returning the packet from SJA to the Commandant.

(h) Memorandum of final adjudication.

7. Academic Evaluation Report (DA Form 1059):

a. The Service School Academic Evaluation Report (AER) is designed to portray the accomplishments and the potential that an individual demonstrates while attending MLC.

b. Commandant's List (Limited to upper 20% of the class). The faculty may assign this evaluation to students who consistently demonstrated exceptional, superior competence and leadership abilities. The student must pass all initial assessments, score at least 120 out of 150 possible final rating from the 1009A, Section II blocks f. through k. of the AER, and receive no negative counseling (includes APFT and body fat standards). The performance summary in part II, block I. comments and part III block b. comments must contain supporting comments of far exceeding course standards. The academy Chief of Training (or Senior MLC facilitator if the Chief of Training is not an MLC or SMC graduate) and/or Registrar will determine the top 20% according to GPA and rank ordering.

c. Superior Academic Achievement (Limited to upper 21% to 40% of the class). The faculty may assign this evaluation to students who consistently demonstrated exceptional, competence and leadership abilities by exceeding course standards. The student must pass all initial assessments; score at least 120 out of 150 possible final rating from the 1009A, Part II blocks f. through k. of the AER, and receive no negative counseling. The performance summary in Part II, block I. COMMENTS and Part III block b comments must contain supporting comments of exceeding course standards. The academy Chief of Training (or Senior MLC facilitator if the Chief of Training is not an MLC or SMC graduate) and/or Registrar will determine the top 21% to 40% according to GPA and rank ordering.

d. Achieved Course Standards. The faculty may assign this evaluation to a student who consistently demonstrated satisfactory competence and leadership abilities. The student must pass all assessments; receive either met standard or exceeded standards in the six Army attributes, core leadership competencies rated areas from Part II, Academic Achievement (Academic Rater) blocks f. through k. of the AER, successfully pass all assessments with a 70% or higher; score at least 105 out of 150 points possible final rating from the 1009A and pass all fitness requirements. If a student receives any negative counseling the highest rating he/she can receive is "Achieved Course Standards."

e. Failed to Achieve Course Standards. The faculty may assign this evaluation to a student who did not meet minimum competence or leadership abilities in accordance with the Individual Student Assessment Plan (ISAP). If a student receives an "Did Not Meet Standards" rating in any two of the Army attributes, core leadership competencies in blocks f. through k. of the AER, then block a. of Part III is rated as "Failed to Achieve Course Standards" IAW DA Pam 623-3. Students counseled for failure to adhere to forms of misconduct such as SHARP, insubordination, lack of integrity, or violation of the Army Values may be considered for a referred report. Students who fail to pass requirements

IAW AR 350-1 for physical fitness and AR 600-9 for height and weight for professional military education also receive a “Failed to Achieve Course Standards” rating on their AER. Students that meet the criteria outlined above are referred to the Deputy Commandant or designated representative for academic dismissal.

f. The Academy prepares the DA Form 1059 immediately before graduation, or in conjunction with dismissal. The student must ensure that he/she has a copy of the DA Form 1059 in his/her possession before departing the Academy area.

SECTION II

Fort Campbell NCO Academy Policies

- 1. Tobacco Use:** Tobacco products will not be used in any government building on NCO Academy grounds. Students are allowed to use tobacco products in designated areas only. During inclement weather, tobacco products are authorized to use in the gazebos/break areas provided.
- 2. Staff Duty NCO:** One Facilitator will be on duty during non-training hours. The Staff Duty NCO (SDNCO) 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. 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 will result in disciplinary elimination from the course. 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:** Adverse counseling for misconduct will be recorded on a DA Form 4856 by the student’s Facilitator. Adverse counseling for misconduct may result in an annotation in Block 11c, Marginally Achieved Course Standards, on a student’s DA Form 1059, depending on the severity of the misconduct.

a. The Academy Commandant may, upon reviewing the details of any instance of misconduct, 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 action that make it extremely unlikely they can successfully meet the standards for course graduation.

7. Leave and Passes:

a. Leave: Ordinary leave and special passes are not authorized while a student is at the NCO Academy.

b. Emergency Leave: In the event of an emergency requiring leave, students will be administratively released from the course. To expedite processing, your unit should immediately notify the NCO Academy Operations section of the emergency at (270) 798-6865.

8. Sick Call Procedures: Emergency and routine sick call will be handled through Facilitator or the SDNCO. Sick Call is conducted at 0630 hours Monday-Friday, unless it is an emergency. Sick call on weekends/Holiday/DONSA is conducted at Blanchfield Army Community Hospital Emergency Room.

9. 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: \$3.45

b. Lunch: \$5.55

c. Dinner: \$4.85

10. 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.

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

Fort Campbell policy requires all personnel to be in an authorized APFU between the hours of 0630-0730. 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, and during the MLC student APFT.

12. 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. CFDIC 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.

13. Graduation: Students' Chain of Command and families are encouraged to attend graduation ceremonies. The uniform for all MLC graduation ceremonies is the OCP.

SECTION III

Commonly Addressed Concerns and Questions

1. Per Diem: Per Diem is determined by the Joint Travel Regulation and the ATTRS 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. Availability at IHG is not dependent on the course attending and all non-availability issues should be addressed with IHG for future 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

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, APFT and 15 days of classroom instruction.

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