

HENRY CARO NCO ACADEMY MISSION STATEMENT

The Henry Caro NCOA provides a superior institutional learning experience that equips and certifies it's NCOs on the fundamental competencies required to effectively lead Soldiers.

We accomplish this mission with a cadre of top-tiered NCOs who take personal ownership in their student's futures and what is taught at this Academy, returning to the Force more valuable to any mission; with a Civilian Staff that eagerly comes to work knowing that their experience and input matters in the futures of all cadre and students who pass through the Henry Caro NCOA.



"Standards and Discipline"



INSIDETHIS ISSUE

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Message from the Commandant



CSM Eric B. Olsen
Commandant

It's been a very busy time for the Henry Caro NCOA as we are currently very deep in most of the initiatives that come with a new Commandant! The last four months have been such a satisfying experience for me seeing all of the positive change in our manning, development, and most importantly student outcome. This will only continue to improve since I believe we have the right partnerships with the Fort Benning team and externally with the NCO Leadership Center of Excellence!

If you hadn't taken some time to experience the new Basic Leader Course concept, please take some time to visit your local course! The students are now coming out of BLC much better suited to LEAD and TRAIN at the Skill Level 2 level; now we as senior NCOs must display that trust to facilitate this change. The new BLC (built on 169hrs of Leader Core Competencies (LCC)), is driving change in Advanced and Senior Leader Courses for all CMFs because we would be failing our future senior NCOs if we didn't capitalize on the solid leadership foundation that new BLC POI provides the Infantry, Armor, and Ordnance proponents to build upon. Here at the Maneuver CoE, we have started implementing the LCCs well before the 2021 suspense and have already started seeing the benefits!

One of the best things about my job is getting to talk to samples of mid-grade NCOs from our entire maneuver force to include Soldiers from my past units. Their feedback on our courses, just like anyone's, is welcomed and we will action if it makes sense. Finally, all NCOAs in the Army need the right cadre teaching our progressing Soldiers. Please remember to support with your *best* because the Army will benefit in the end. Call me directly if you are trying to send one of your own to work at the Henry Caro NCO Academy!

A handwritten signature in black ink that reads "Eric B. Olsen".

CSM Eric Olsen
eric.b.olsen.mil@mail.mil
o: (706) 545-2233
c: (706) 464-7925

Message from the Deputy Commandant

Issue: Soldiers are arriving to the NCOA for the acclimation program with no prior coordination.

Discussion: We currently have 7 barracks rooms dedicated for the acclimation program. Soldiers are arriving to the NCOA with no prior coordination to ensure space is available. Due to your increased use of the acclimation program for Ranger School and RTAC we continuously operate at near capacity. There is a high probability of Soldiers arriving with no prior coordination not being able to get a bunk because the acclimation program is at maximum capacity and we have no overflow space available due to NCOA courses student load. We are working to increase our bed count.

Recommendation: We request units coordinate minimum 72 hours prior to Soldiers arrival for acclimation program IOT ensure space is available. If space is unavailable at time of coordination the NCOA S3 will make attempts to secure additional barracks space, which is dependent on courses currently in session and student load. By coordinating a minimum of 72 hours out this allows flexibility in acquiring additional barracks space to house the Soldier or gives the parent unit enough time to adjust the Soldiers report date to what is recommended by the attending course.

Issue: Implementation of Automated Meal Card Management System.

Discussion: The implementation of Meal Entitlement Codes (MEC) to the common access card (CAC) includes the automation of the meal card program in lieu of the current paper meal card process. This means the NCOA will no longer be issuing meal cards. One of the identified challenges; if we don't issue meal cards, and Home Station S1 do not install MEC on CAC, Soldier will end up having to pay out of pocket for meals.

Recommendation: Home station S1 should put correct Meal Entitlement Code onto Soldiers going to BLC, ALC or SLC. NETCOM Whitelisted the CAC update utility and has pushed an Enterprise Group Policy so the application can run on S1 computers. If the CAC update utility is not running for your S1 personnel, user receives an error, units must contact their G-6/S-6 or NEC for assistance. Please contact me or the S3 shop for more information.

Final note: Our follow on Schools program is growing! Some things you can do to help us are to make sure the appropriate Physicals are done for the school you want your NCO to attend prior to arriving to the NCOA. We have been facilitating the required physicals for our graduates following on to functional courses on FBGA and will continue to do so, however, this causes our students to miss valuable classroom instruction and peer-to-peer learning opportunities. Additionally, the Commander's Authorization Letter has been a hold-up in several student's follow-on packets as we cannot reserve them in ATRRS without it. The example format for this letter is on our website and is given to your NCOs on Day 1 of our courses. The Authorization Letter may be signed by the Company Commander, however, we recommend it be signed by the NCOs Battalion Commander in order to alleviate any issues as the follow-on course date approaches.



SGM Eric R. Bunuan
Deputy Commandant
eric.r.bunuan.mil@mail.mil
Office: (706) 545-2233
Cell: (706) 464-7439

Maneuver

Senior Leader Course

Trends:

Class 05-18 saw 66 out of 143 students removed from Honors contention for failing to meet the minimum 80 percent score per APFT event. Additionally, 11 Soldiers reported exceeding Body Composition Standards outlined in AR 600-9 with 1 NCO being removed from the course upon re-test. NCOs arriving to MSLC should be in top physical shape in order to remain competitive throughout the duration of the course.

Land Navigation testing resulted in 28 initial failures and 4 NCOs removed from the course upon retest. When surveyed, the feedback from these NCOs was they have not conducted land navigation training in several years and did not have an opportunity to train up before arriving to MSLC. Students are required to pass land navigation with a score of 4 out of 5 points in 4 hours time. This test is conducted with no NCOA provided train-up and is executed on day 3 of the course.

Recent Changes:

Class 01-19 will introduce two of the NCO Leadership Center of Excellence developed Leader Core Competency (LCC) lessons into the training schedule as a pilot program. The analytical essay will provide the ability for students to examine a case study and the students must develop a 3-5 page essay analyzing the case study and providing feedback based on the principles of Mission Command. Training Management is being replaced with the LCC version. Both lessons provide a different approach to how the instructor engages their students based on the Experiential Learning Model of Adult Education and we look forward to the constructive feedback from both our cadre and the students of Class 01-19.

Cadre for MSLC worked diligently over the past months to review and update all written examinations for the POI. Lesson Plans are updated and examination questions improved in order to provide the best throughput and enhance the focus of students to better comprehend and retain information learned.

Future Plans:

The Henry Caro NCOA will host a working group to discuss the future plans for MSLC with a goal of ensuring we are providing the best training opportunity for our soon to be Senior Maneuver NCOs. We will be receiving inputs from both Infantry and Armor School Senior NCOs and CSMs across the force to determine the best course of action. The end state is to re-map the POI to provide the best training for our Maneuver PSGs with relevancy in today's operational environment and leadership complexities. More to follow as we progress the agenda and move closer to a clear picture on the way forward.

Analytical Essay and Training Management LCC lessons are the first of 16 new LCCs that will be implemented by 01 October 2021. We will continue to phase in LCCs over the next two years to ensure full implementation by the suspense. The LCCs cover topics pertaining to Leadership, Communications, Program Management, Operations, Training Management, and Readiness.



**1SG Constantine J.
Vassilakos
Maneuver SLC 1SG**

Infantry

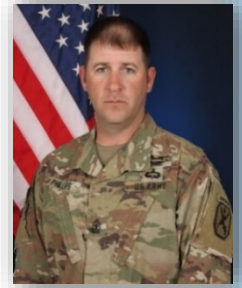
Advanced Leader Course

We would like to welcome SFC Heer and SSG Diaz to IN ALC!

Trends:

As with last quarter, we are still seeing a very high first time no-go rate (25-30%) for Land Navigation. Students are not prepared prior to coming to the course and most all have stated that they have not done any Land Navigation with just a map and compass in years. This is a perishable skill and needs some focus from those that plan to attend the course.

Follow-on school attendance has seen a large increase in participation from the students. Units should be aware that many schools are actively working NCOA to get our students priority when it comes to walk-ons or the ability to get them ATRRS slotted prior to graduation. Units need to look at what additional schooling they would like their Leaders to attend while on Fort Benning and send the students prepared to attend. NCOA will house students until they report to the follow-on school.



1SG John A. Phillips
Infantry ALC 1SG

Recent Changes:

1. We have implemented a joint FTX/STX with OSUT soldiers from the 198th Infantry Brigade. By implementing this training opportunity, we are able to more accurately give a tactical grade to the students so they could understand where their shortfalls are as a leader. The whole event was welcomed by both the students and the trainees of A 2-58. The students liked that they get to see and interact with the “final product” coming out of OSUT so that they have a better understanding of what to expect when they receive a new soldier to their squads.
2. We are now teaching four of the Leader Core Competencies (LCCs) that will be fully slated in 2021. The two important one’s we have implemented are the Case Study and Persuasive Essay. These will help the students with their research, understanding, and ability to write for future PME schooling as it is now mandated starting in BLC. Students wishing to prepare for these classes would benefit from understanding how to utilize PURDUE OWL writing lab. https://owl.purdue.edu/owl/purdue_owl.html

Future Plans:

1. We are currently working in conjunction with IMLC to allow our students to follow-on to IMLC and leave Fort Benning not only with ALC complete but with the IMLC certification also. More to follow on this course of action.
2. We are continuing our Multi-Echelon Leader Development (MELD) training efforts with the 198th IN BDE and are continuing to look for opportunities to have future SLs interact and lead the OSUT soldiers in training. Our next push is to conduct physical fitness training sessions with them during PT hours.

Website

<http://www.benning.army.mil/MCoE/NCOA/IN-ALC.html>

Armor

Advanced Leader Course

The Armor Advanced Leader Course (AR ALC) continues to evolve in order to train and educate Armor Noncommissioned Officers to meet the challenges of the operating environment. The AR ALC focuses on training future Staff Sergeants to become Scout Squad Leaders and Tank Commanders respectively. Additionally we train 91A (M1 Abrams System Maintainer) and 91M (Bradley Fighting Vehicle System Maintainer) future Shop Foreman. It is critical that ALL students attending our courses have already displayed mastery at skill level II tasks prior to reporting in order to achieve the desired course outcomes. Students not at this proficiency level upon reporting to the course, not only struggle throughout, but



also affect other students from achieving a higher learning. We recommend that NCOs scheduled to attend the course seek out a mentor within their organization to better understand the course requirements. The education for our NCOs remain our number one priority. We continue to press for our graduates to attend follow on schooling. At this time we are focusing on MOS related schools i.e. Ranger, Army Reconnaissance Course (R7), Recovery Vehicle Operations (H8), etc. Sergeants that are interested in attending a follow on school should check the prerequisites for that specific school before arriving to FBGA. Armor ALC and the NCO Academy will continue to provide lodging and meals until the Student starts their follow on training at another school.



1SG Corey L. Willis
Armor ALC 1SG

Trends:

There is a consistent and significant trend of Students reporting to the course with a lack of knowledge and ability to apply the fundamentals. During the 4th QTR, specific to the 19Ds, their understanding of basic Operational Terms and Symbols, doctrinal terminology, and fundamentals was an issue. We recommend that our Scout Squad Leaders review the doctrine that contain these topics prior to reporting. For the 91A and 91M we are experiencing a significant uptick in Students who have reclassified into this CMF and now attending ALC. This is noteworthy due to the course requirements for their students to have experience on the platform, troubleshooting technical deficiencies. These specific Students are arriving to ALC with less than a year learning their craft. We recommend that reclassified Soldiers seek out a mentor and self-study.



Recent Changes:

Some of the course's methods of examination have been revised to ensure students receive the most accurate assessment for their performance in relation to the task. Although written examinations are a great way to assess student's knowledge; we significantly increased emphasis on their ability to demonstrate the practical application of their knowledge during the culminating terrain board, CCTT and FTX performance examinations.



Future Plans: In an effort to provide a more comprehensible training environment to our students, the AR ALC will streamline the lessons provided and end each module with a practical exercise in a field environment. We will culminate with an FTX. Additionally our maintainers are receiving 80 POI hours to increase training on each subsystem.

Fort Benning

Basic Leader Course

Trends:

Soldiers are not prepared to conduct Drill and Ceremonies and PRT when they arrive on day 0. The updated POI requires Soldiers to be evaluated during week 1 on both events. There is no longer training or rehearsals done at the Basic Leader Course by our Cadre. A demonstration is given by the Cadre to the Soldiers, then testing begins. The expectation is that units ensure Soldiers are properly trained and prepared to lead a PRT session and to conduct D&C.



1SG David E. Gurba
BLC Branch Chief

Soldiers continue to arrive with their ASUs not prepared for wear.
(i.e. unserviceable items, not cleaned and pressed, not altered for proper fit and appearance).

Soldiers are arriving with appointments and personal issues that take time away from the classroom. Our Cadre will always work with the Soldiers to solve any issues they may have; however, Soldiers should arrive ready for the course and be free of any appointments and personal issues.

Recent Changes:

The new POI (Program of Instructions) is in effect with the intent to finalize it by January. The biggest changes to the course are the removal of Land Navigation training and testing, as well as the removal of all situational training exercises. Additionally, training will be conducted every Saturday throughout the course. Soldiers will be evaluated on their written communication skills. Five essays will be written, with two essays impacting the Soldier's final GPA.

Future Plans:

The NCOL CoE has implemented the new POI (Program of Instruction) during class (008-18). The Basic Leader Course has taken a more academic approach, focusing more on counseling, written communication, critical thinking, and problem solving. In the near future, Structured Self Development (SSD) courses will be replaced with the Distributed Leader Course (DLC). The biggest difference and impact is that DLC will now carry over to all NCOPDS courses. For example, DLC I will affect the Soldier's GPA for the Basic Leader Course. DLC will also better prepare the Soldiers for the new classes and topics that are now conducted at BLC with the updated POI.



The Henry Caro NCOA Basic Leader Course here at Fort Benning is sending two Cadre to the Master Fitness Trainer course in November. The intent is to have all Cadre properly trained and prepared for the upcoming implementation of the new Army Combat Fitness Test (ACFT).

<https://www.benning.army.mil/MCoE/NCOA/BLC.html>

Henry Caro Student Spotlight

SGT Chris Torres 173rd IBCT(A)

My name is SGT Chris Torres from HHC 2-503rd in Caserma Del Din, Italy and I initially reported to Fort Benning in February 2018 to attend the Reconnaissance and Surveillance Leader Course (RSLC) with no further plans after that other than to return to Italy. Due to the efforts of my CSM and the Henry Caro NCOA's Acclimation Program I was able to stay at Fort Benning upon completing RSLC with the NCOA until the next Ranger School report date. Prior to beginning Ranger School the Commandant of the NCO Academy gave me a little extra motivation; if I were to successfully complete Ranger School he would ensure that I was able to walk-on to the very next Infantry Advanced Leader Course (ALC) class.

After successfully graduating from Ranger School in June 2018 I returned to the Acclimation Program at the NCOA. The NCOA leadership ensured the promise was kept and allowed me to walk-on to the very next Infantry ALC class in July 2018. While attending ALC I was able to achieve the highest GPA and graduated as the Distinguished Honor Graduate. Just like in Ranger School, I did not achieve this without the help of my peers and seniors both in and out of the classroom. It was with their help and mentorship that I was able to accomplish all that I've been able to. During my time in RSLC, Ranger School, and Infantry ALC I learned many lessons, to include Radio Wave Propaganda, OPORDs, Platoon Raids and Ambushes, improving Army Writing for NCOERs and Awards, and a further understanding of Unified Land Operations and Operational Terms and Graphics.

I am originally from Asheville, NC and joined the Army in June 2012. After completing OSUT at Fort Benning I served in various positions within an Infantry Rifle Platoon and Infantry Scout Platoon, including Rifleman, Machine Gunner, RTO, Fire Team Leader, Assistant Squad Leader, and Squad Leader. My assignments include A Co 1-509th in Fort Polk, LA, A Co 2-508th in Fort Bragg, NC, and am currently serving with HHC 2-503rd in Caserma Del Din, Italy.

My awards and decorations include: Army Commendation Medal, Army Achievement Medal w/ 2OLC, Ranger Tab, Expert Infantryman's Badge, and the Parachutist Badge.



***Torres receiving his
Ranger Tab at Victory Pond***

NCOA Cadre & Staff Recognitions



The Henry Caro NCO Academy took home the hardware at the MCoE Quarterly Excellence Breakfast. Two of our instructors, SSG Cruz and SFC Wheat, were recognized as Instructor of the Quarter in the Jr. NCO and Sr. NCO categories, respectively. Ms. Gwandras Harris, IN and AR ALC Supply Tech, was recognized as the Civilian of the Quarter and the Academy was awarded the FY18 MCoE Safety Award for Risk Management.



Army Career Tracker (ACT) Site

Instructions for course read-aheads

To access the MCoE Fort Benning Henry Caro Noncommissioned Officer Academy Army Career Tracker page, please follow the below steps.

1. Open a web browser, go to: <https://actnow.army.mil> (CAC required) and log into the ACT web site.
2. Once logged in, locate the ‘Communities’ link on the left side of the page and click the link. A second “Communities” link will appear under the original, click on the second “Communities” link.
3. On the select a community to view page, click on “Select a Category” and select “Other Communities”. A new drop down will appear, click on “Select a Page”, select NCO Academies, and this will take you to the NCO Academy Communities.
4. On the NCO Academy Communities page, you must join this “parent” community before you can join specific NCO Academies. To join the NCO Academy Communities, click on the link, “Join This Community”, located at the upper right side of the page.
5. Once joined to the NCO Academy Communities, click on the link for “Active Duty NCO Academies”. Locate the “MCoE Fort Benning” Academy link and click on it. This will bring you to the MCoE Fort Benning NCO Academy ACT site.
6. At the MCoE Fort Benning NCO Academy page, you must join this group in order to have access to the available content. At the upper right side of the page, click “Join this Community”. This will provide you access to the Fort Benning NCO Academy ACT site, where our BLC, IN ALC, AR ALC, and M-SLC post all pertinent information to their courses (reporting instructions, packing lists, student welcome letters, etc.)



NCOA Student Recognitions

M-SLC Class 004-18

Instructor of the Cycle – SFC Ronnie R. Schooley, NCOA

Support of the Cycle – Mrs. Tracy Boatwright, NCOA

Distinguished Honor Graduate – None Selected

Honor Graduate – GySgt Ryan Alcorn, H & S Co, Marine Detachment

Iron man – SSG Shawn Sessions, Operations, USASOC

Leadership Awardee – SSG Patrick Reed, HHC, 1-12 CAV REGT, 3ABCT

Volunteer – SSG Travis Kittleson of B Co, 1st Stryker Bde, 23rd IN

M-SLC Class 005-18

Instructor of the Cycle – GySgt Kevin Cook, NCOA

Support of the Cycle – Mr. Matthew Toulouse, NCOA

Distinguished Honor Graduate – SSG Robert D. Windstead, D Co, 1st BN, 46th IN, 194th AR BDE

Honor Graduate – GySgt Ryan Alcorn, H & S Co, Marine Detachment

Iron man – SSgt James Miller, USMC Detachment

Leadership Awardee – SSG Tramaine R. Bass, A Co 2-323 AIR, 2BCT

Volunteer – None Selected

IN ALC Class 005-18 (11B)

Instructor of the Cycle – SSG Keith W. French, NCOA

Support of the Cycle – Mr. Matthew Toulouse, NCOA

Honor Graduate – SGT Christopher A. Torres, HHC 2-503rd PIR

Iron man – SGT Aaron M. Ferguson, B Co, 2-502nd IN

Leadership Awardee – SGT Marcus D. McCall, B Co, 1/2 CAV Regt

Volunteer – None Selected

IN ALC Class 006-18/004-18 (11B/C)

Instructor of the Cycle – SSG Keith W. French, NCOA

Support of the Cycle – Mr. Michael Dowdell, Weapons Pool

Distinguished Honor Graduate – SGT Brian M. Hegert (11C), HHC, 4-31 IN

Distinguished Honor Graduate – SGT Jonathan P. Savage (11B), HHC 1-506th, 1BCT

Iron man – SGT Taylor A. Pfohl (11B) A Co, 1-75th Rgr

Iron man – SGT Ronald E. Barholm (11C) D Co, 2-75th Rgr

Leadership Awardee – SGT Austin Carder (11B) C Co, 2-27 IN

Volunteer – SGT Carlos M. Santiago-Torres (11B) C Co, 2-4 IN

Armor 19D ALC Class 005-18

Instructor of the Cycle – SFC Gary S. Estrada, NCOA

Support of the Cycle – Mr. Jim A. Rosson, NCOA

Distinguished Honor Graduate – SGT Michael D. Moon, HHC 2-70th AR, 2ABCT

Honor Graduate – None Selected

Iron man – SGT Ravisher S. Atkar, HHC 1-17th IN, 2-2SBCT

Leadership Awardee – SGT Brittany N. Wildman, B Tp, 5th Sqdrn, 73rd CAV, 3BCT

Armor 19K ALC Class 004-18

Instructor of the Cycle – SSG Patrick R. Naragon, NCOA

Support of the Cycle – Mr. Edward B. Buckley, G-3

Distinguished Honor Graduate – SGT Jaushaun J. Spady, A Co, 1-35th AR, 2ABCT, 1ID

Honor Graduate – None Selected

Iron man – None Selected

Armor and Calvary Leadership Awardee – None Selected

BLC Class 008-18

Instructor of the Cycle – SFC Christopher P. Collen, NCOA

Support of the Cycle – Mr. Jim A. Rosson, NCOA

Distinguished Honor Graduate – CPL Joseph B. Stell, HHC, RSTB, 75th Rgr Regt

Iron man – SPC Kentaro R. Sato, B Co, 3rd BN, 75th Rgr Regt

Leadership Awardee – SPC Madeline E. Briggs, B Co, 707th MI BN, 706th MI GRP

CMDT's INSP Awardee – None Selected

BLC Class 009-18

Instructor of the Cycle – SSG Janssen A. Moen, NCOA

Support of the Cycle – Mr. Craig L. Hull, ETS

Distinguished Honor Graduate SPC Malika A. Nelson, HHC, ARTB

Iron man – SPC Devin Dougherty, A Trp, 1-16th CAV BDE

Leadership Awardee – SPC Tierra K. Cabana, A Co 1-11th, 110 AVN BDE

CMDT's INSP Awardee – None Selected

NCO Academy Instructor Application

Give Back to the NCO Corps!

The Henry Caro NCO Academy is always accepting applications for those NCOs interested in becoming the best Instructors the Army has to offer. You will be challenged every day training and educating NCOs from across the Army and will be helping to shape the future of our NCO Corps.

Basic Instructor Badge: Future instructors will attend the Common Faculty Development-Instructor Course (CFD-IC) and earn the special qualifying identifier "8," and can earn the Basic Instructor Badge as early as 6 months once you are certified.

Civilian Education: Our Instructors have ample time to complete civilian education whether online or in the classroom. The Fort Benning Education Center and the participating colleges do an outstanding job at providing classes that our flexible with our schedules.

Functional Courses: The leadership here at the NCO Academy understand and encourage the continued development of our Instructors and provide multiple opportunities for functional course attendance. Our Instructors have graduated from *Airborne, Pathfinder, Ranger, Army Reconnaissance Course* and many other courses while assigned here as an Instructor.

Promotion Potential: Instructors assigned to the NCO Academy have a high potential for promotion. Over the past 2 Promotion Boards, 22 SSGs have been selected for SFC and 4 SFCs have been selected for MSG.

Select the link below to apply

<http://www.benning.army.mil/MCoE/ncoa/InstructorApplication.html>

...and Follow us on Facebook!

Search for: @HenryCaroNCOA

NCO Academy Contacts and Links

	Phone	Email	Website
The Henry Caro NCO Academy	(706) 545-9412	eric.b.olsen.mil@mail.mil	http://www.benning.army.mil/MCoE/ncoa/index.html
The Commandant	(706) 545-2233		
The Deputy Commandant	(706) 545-2235		
Operations NCOIC	(706) 545-5528		
Maneuver Senior Leader Course			
First Sergeant	(706) 545-2586	constantine.j.vassilakos.mil@mail.mil	http://www.benning.army.mil/MCoE/ncoa/M-SLC.html
19 Series Senior SGL	(706) 545-5528	timothy.j.harshbarger.mil@mail.mil	
11 Series Senior SGL		eric.j.cross.mil@mail.mil	
Infantry Advanced Leader Course			
First Sergeant	(706) 545-0986	john.a.phillips122.mil@mail.mil	http://www.benning.army.mil/MCoE/ncoa/INALC.html
11B Senior SGL	(706) 545-6531	benjamin.g.brooks.mil@mail.mil	
11C Senior SGL	(706) 626-3218	Samuel.s.heer.mil@mail.mil	
Armor Advanced Leader Course			
First Sergeant	(706) 626-7417	corey.l.willis.mil@mail.mil	http://www.benning.army.mil/MCoE/ncoa/ARALC.html
19D Senior SGL	(706) 626-1636	justin.d.massey.mil@mail.mil	
19K Senior SGL	(706) 626-1637	codey.l.bob.mil@mail.mil	
Basic Leader Course			
First Sergeant	(706) 545-5050	david.e.gurba.mil@mail.mil	http://www.benning.army.mil/MCoE/ncoa/BLC.html
Senior	(706) 545-5784	andrea.g.pitts.mil@mail.mil	
Senior	(706) 545-5784	christopher.p.collen.mil@mail.mil	