THE NCO ACADEMY MISSION STATEMENT

The Maneuver Center of Excellence (MCoE) Noncommissioned Officer Academy educates, trains, and develops leaders at all levels from the operational force by providing excellent academic and performance based evaluations in an institutional training environment, in order to develop smart, fast, lethal, and precise small unit leaders. Students will leave here having the educational experience of their life ready to reenergize their units with the knowledge gained at this institution.

Each leader will further develop tactical, operational and strategic skills required to be adaptive and build cohesive teams that are resilient and committed to the Army Profession with the ability to succeed in conditions of uncertainty.

“Standards and Discipline”

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From The Academy Leadership

Message from the Commandant:

As we usher in the summer cycles, the MCoE NCOA is looking forward to a few personnel changes on the horizon. We said goodbye to our Deputy Commandant, SGM Patrick Maurin, who will be taking the 3rd Brigade, 1st Cavalry Division Operations Sergeant Major position in the next month. SGM Maurin’s dedication to the cadre, civilians, and students over the past two years has impacted the organization greatly and given us the systems and processes that maximized operations, talent management, and learning. We wish him nothing but the best in his next assignment.

We are awaiting the arrival of our new Deputy Commandant, SGM Eric Bunuan, who is coming to us from the 4th Infantry Division due to arrive later this month. SGM Bunuan will assume responsibility with less than a year until our tri-annual accreditation but there is no doubt he will have a seamless transition while bringing his own insights and perspectives to the organization.

We are also anticipating the arrival of our new Commandant, CSM Eric Olsen. CSM Olsen will be coming to us this summer as a tested leader and mentor to take the NCOA through the implementation of the new Basic Leader Course Program of Instruction as well as the addition of the Leader Common Core to the Advanced and Senior Leader Courses.

These ongoing personnel changes present the perfect opportunity to talk about organizational change. These changes provide us with the ability to evolve in ways that we had not yet considered. New perspectives allow us to see ourselves and embrace new experiences to move forward in our efforts to maintain pace with the needs of our students as well as the training and development they bring back to the units. We all know that change is hard, our brains are wired to do the same thing over and over, it is the cognitive bias within all of us. We also know how challenging it can be to go through changes and adjustments, but the positive outcomes are new understandings with new direction with increased purpose and motivation.

I fully believe these changes will be good for the NCOA. Even when it seems tough, we are learning and growing as people and as an organization. It often happens slowly, but it happens. Although change puts us out of our comfort zone, we get to experience more and evolve from it. Change also tests us and allows us to discover who we really are. Change makes us more flexible and adaptable to our environment and the people around us. Most importantly, it gives us new perspectives that allow us to learn, grow, and have fun. When you are open to change, you are open to saying yes more which expands your experiences and opportunities.

"Standards and Discipline"

CSM Mike Ames
**Maneuver**

**Senior Leader Course**

**Trends:**

Students arriving at MSLC should be prepared to immediately jump into course content and start preparing themselves for the upcoming examinations. As an example, the UCMJ/Promotions examination yielded 22 failures over the last 2 classes. While no students failed the subsequent retest, proper preparation is essential for classroom success.

55 percent of the last two classes were immediately removed from any honors contention due to low APFT scores. Students must score 80 percent in each event to compete for Commandants List, Leadership Award, and Honor Graduate.

Partnered training with IBOLC, ABOLC, and MCCC continues to bring forward many advantages to MSLC students. From order preparation to counseling and a company mission executed in the simulation center our students are paired with Officer counterparts to assist with their development and to benefit training on both sides. We continue to look for different ways to build on this relationship with our partnered training units.

**Recent Changes:**

MSLC Cadre would like to welcome our newest Instructors SFC Brian Butler, SFC Ronnie Schooley, and SFC George Sanchez. SFC Schooley got off to a fast start getting instructor qualified and is currently teaching as an SGL in class 03-18. SFC Sanchez and SFC Butler recently completed instructor certification and will be on board as SGLs in class 04-18.

**Future Plans:**

M-SLC is introducing the Integrated Weapon Training Strategy (IWTS) class which is in development and will be incorporated into class 04-18. The plan moving forward is to identify areas of improvement and adjust as necessary for class 05-18 where we will introduce a pilot graded event to the students.

Class 04-18 training schedule has been revamped in order to facilitate a more positive learning environment for the students. The course will now start with the APFT and Land Navigation in week one with no examinations until day five. We will limit examinations to no more than two in a day. This should alleviate the stress from having four exams on day four of the class, and create a learning environment more conducive to the students education.
Students attendance at follow-on schools is still relatively high and we would like to continue to support units in any way possible for attending follow-on schools while here at Fort Benning. Units should ensure that students that are attempting to complete Ranger School have been tested at their home station on basic week one tasks at Ranger School as that is where we see most of the failures. There was only one successful graduate in the 1st quarter out of 13 students. There are a multitude of courses on Fort Benning that are beneficial to Soldiers and Units so getting your future Squad and Section Leaders into these courses is something we are more than willing to help facilitate, if possible.

Recent Changes:

In order to reach our adaptability goal, we have created a STX lane that drives the squads to different missions based on the previous mission and presents challenges and decision points for the leaders conducting the operations. It has been successful and we will continue to update the STX “lanes” to provide the students with the best training available.

During class 003-18 we incorporated Squad Leader led PT at the Squad level (9-10 students) instead of the Small Group level (20-20+ students). Students are given a day in which they are instructed to plan and resource their PT session. Cadre lay out a weekly plan of what can be conducted on particular days to ensure variety in the student’s daily PT schedule. We have received positive feedback from the students and we plan to continue this course of action.

Future Plans:

We are looking at the incorporation of NETT WARRIOR into Land Navigation so the students have an idea of how to operate the system in real time and while on the move instead of just a classroom block of instruction and familiarization. Piloting of this will begin in the next couple of cycles to assess its viability.
The following references will be utilized in the lesson plans at IN ALC:

**Forward Observer Procedures:**
ATP 3-09.30 Techniques for Observed Fire

**Machine Gun Employment:**
FM 3-22.27 MK 19, 40 mm Grenade Machine Gun Mod 3
FM 3-22.65 Browning Machine Gun Caliber .50 HB M2
FM 3-22.68 Crew Served Machine Guns 5.56mm and 7.62mm

**Rifle Marksmanship:**
TC 3-22.9 Rifle and Carbine
TC 3-20.31-4 Direct Fire Engagement Process

**Tactics:**
ATP 3-21.8 Infantry Platoon and Squad
ADP 3-0 Unified Land Operations
ADP 3-90 Offense and Defense
FM 3-21.10 Infantry Rifle Company
FM 6-0 Commanders and Staff Organization and Operations
ADP 1-02 Operational Terms and Military Symbols

**11C Only**

**Plotting Board/Fire Support Planning:**
ATTP 3-21.90 Tactical Employment of Mortars
FM 3-22.90 Mortars
ADRP 1-02 Terms and Military Symbols
ATP 3-09.30 Techniques for Observed Fire
ATTP 3-21.90 Tactical Employment of Mortars
FM 3-09 Field Artillery Operations and Fire Support

On top of the above references, it is recommended students refresh on land navigation and Basic Rifle Marksmanship (students are required to qualify with an M4 with iron sights in the course)
Trends:
There is a consistent and significant trend of students coming to the course with a lack of knowledge and ability to apply the fundamentals of land navigation. Reading comprehension and attention to details when applied to Combat Reports and Route Overlays is still an issue for some students. It is critical that students attending AR ALC have achieved mastery at the skill level II 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. The last edition of our newsletter included the 19D and 19K ALC Course Snapshots that can be found at http://www.benning.army.mil/MCoE/199th/NCOA/index.html; these course maps will assist units in helping prepare their NCOs for the course. Furthermore, we are in the analysis stage of developing a course study guide that will be published upon completion.

Recent Changes:
AR ALC combined the 19D and 19K FTXs during the last cycle. The intent was for the Scouts to conduct a tactical movement and establish a screenline in the hours of limited visibility while the Tankers conducted assembly area operations in preparation to conduct an occupation of a section battle position and development of an engagement thereafter. Although unforeseen constraints impacted the execution, the students and cadre were able to meet the training objectives utilizing the Close Combat Tactical Trainer (CCTT) as a contingency training platform and environment. We will continue to work diligently with partners and supporting entities at the MCoE in order to attain better refinement of our FTX to provide a more relevant and realistic training environment for our students.

Future Plans:
We continue to assess the course’s methods of examination in order to ensure students receive the most accurate assessment for their performance in relation to the task. It is also important to assess some of the approaches to training and delivery methodologies to ensure they are within the adult learning concept. Currently there is a land navigation Practical Exercise (PE) conducted the day prior to the land navigation examination. Given the continuous difficulties many students are experiencing while conducting this task we will conduct the PE as a peer to peer coaching exercise assisted by the cadre at the beginning of the course. The land navigation examination will remain the same; however, it will be conducted approximately two weeks after the PE. The PE will allow for the students to learn from their peers as we believe this will be a more conducive learning environment for such task. This will also provide yet another opportunity for NCOs to hone their skills as trainers as they train and coach their peers in preparation for the land navigation examination.
## Armor Advanced Leader (19D) Course Snapshot

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<td>CSF2</td>
<td>TLP</td>
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<td>Army Writing Style</td>
<td>Recon RTE/OBS</td>
<td>Perform Screen Ops</td>
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<td>Resupply/Reorganize</td>
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<td>Property Accountability</td>
<td>AA Procedure</td>
<td>Adjust Indirect Fire</td>
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<td>Avoidance</td>
<td>Maintenance Program</td>
<td>Area/Zone Recon</td>
<td>Direct Convoy Escort</td>
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<td>Branch History</td>
<td>OPS Terms and Symbols</td>
<td>Link up/Relief in Place</td>
<td>Cordon and Search</td>
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<td>Ethical Problem Solving</td>
<td>Combat Reports</td>
<td>Passage of Lines</td>
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<td>Fratricide</td>
<td>IPB</td>
<td>Army Aviation</td>
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<td>RTE Recon Overlay</td>
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Week 5:
- Patrolling Operations
- Terrain Board
- STX/CCTT

Week 6:
- Terrain Board
- MVCB
- FTX/CCTT

Week 7:
- FTX Recovery
- EOC AAR
- Transgender
- Grad Rehearsal
- Out Processing
- Graduation

Graduates of Armor ALC will have a doctrinal foundation on 19D Skill Level 3 Tasks to build upon and achieve mastery with further experience as Scout Squad Leader.

## Armor Advanced Leader (19K) Course Snapshot

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<td>OTS</td>
<td>Operations with Attached Infantry</td>
<td>Breaching Ops</td>
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<td>Land Navigation</td>
<td>Combat Reports</td>
<td>Conduct Attack to Destroy Inferior Force</td>
<td>Direct Occupation of a Vehicle Fighting Position</td>
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<td>Soldier 2020</td>
<td>TLPs</td>
<td>Passage of Lines</td>
<td>Adjust Indirect Fire</td>
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<td>Property</td>
<td>Intelligence Preparation of the Battlefield</td>
<td>Conduct Linkup and relief in Place</td>
<td>Quartering Party Activities</td>
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<td>Accountability</td>
<td>Army Aviation</td>
<td>Army Aviation</td>
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<td>Maintenance</td>
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Week 5:
- Cordon and Search
- Patrolling
- Direct Convoy Escort
- Terrain Board
- Military Vehicle Capabilities Brief
- DIDEA
- STX (GST & AGTS)

Week 6:
- FTX and CCTT Operations

Week 7:
- FTX Recovery
- Briefings
- Transgender
- Graduation

Graduates of Armor ALC will have a doctrinal foundation on 19K Skill Level 3 Tasks to build upon and achieve mastery with further experience as Tank Commanders.
Basic Leader Course

Trends:
We are still seeing a majority of Soldiers arriving with their ASUs not prepared for wear (i.e. unserviceable items, not cleaned and pressed, not altered for proper fit and appearance). There continues to be a number of Soldiers with personal issues that have not been resolved prior to arriving at BLC. We try to facilitate coordination and flexibility for Soldiers’ issues, but this may result in lost classroom time.

Students are arriving with orders (DD1610, DTS Orders, or Service School Worksheets) that have incorrect class numbers and course dates. This information can be obtained at http://www.benning.army.mil/MCoE/ncoa/BLC.html as well as the Army Career Tracker webpage under the MCOE NCOA community page.

There has been a slight decrease in Land Navigation failures for the past few classes. However, Soldiers are continuing to report to BLC not knowing how to plot a point, being able to identify basic terrain features, and determining distance. These are a few issues that can be reinforced and taught prior to attendance.

The students are not aware of the location of the Basic Leader Course’s Welcome Letter and Student Guide. This information can be obtained at http://www.benning.army.mil/MCoE/ncoa/BLC.html. This is pertinent information to the overall success of the Soldier prior to arrival.

Recent Changes:

The MCoE BLC has incorporated the Basic Leader Course page under the Army Career Tracker https://actnow.army.mil. On this page Leaders and Soldiers can find important information regarding the course i.e. packing list, Welcome letter, student guide etc. Leaders and Soldiers can become members, and see the most up to date information regarding the course.

Future Plans:

USASMA is currently working on the final details of the new POI (Program Of Instruction), which is projected to be implemented at the end of FY18. At BLC, we are looking forward to the new revamp of the course, with the objective to provide the best quality instruction to our future leaders. As the new POI becomes available, we will update our Academy’s Army Career Tracker page to reflect those changes well in advance to ensure Soldiers are successful prior to their arrival.
In my current position as an MPEP (Military Personnel Exchange Program) in Bogota, Colombia my primary duty is to train and mentor Colombian army officers and NCO's. Training includes topics such as military tactics, Mounted and Dismounted combat operations, Urban Operations, Drivers Training, Israeli Anti-Tank Guided Missile, Stryker Maneuver combat operations; and many more. Through training, I am helping incorporate our U.S Army doctrine, and practices into the Colombian military so that they can be a more lethal fighting force.

Since being integrated in the Colombian Military working along side them I have assisted with improvements made by adjusting their current practices. A few examples are PT (Physical Training), training Colombian Drill Sergeants, language skills, mentorship and leadership classes.

One task I take pride in is PRT (Physical Readiness Training). Upon arrival, I assessed their PT (Physical Training) program and embedded myself in their daily PT sessions for a few months. I realized that the Soldiers were not getting much out of it and soldiers were getting injured at a high rate. I decided to take it upon myself to put together a PRT program that would focus on proper training to help increase performance and simultaneously reduce injuries. The Colombian Infantry School Director allowed me to run this program for a couple of months which proved to be a great success. I was then invited to other units around Colombia to implement PRT.

An assignment that was presented to me was to advise their Drill Sergeant program and assist in making changes to their current training programs. My Drill Sergeant experience allowed me to put together a list of classes and training events such as adding a CLS (combat lifesaver) Course, Combatives, Drill and Ceremony for Discipline, and PRT.

A important responsibility of this position is teaching English classes to the Colombian soldiers and officers. English is a critical attribute in improving the Colombian military because it aids the Colombian soldiers in excelling in their careers. Learning English has allowed many Colombian soldiers to make connections that were not accessible to them before.

The MPEP is about exchanging experiences with the host nation army and developing and strengthening partnerships. As a U.S. Army NCO serving as an MPEP in Bogota, Colombia, my main goal is to build partner capacity, interoperability and relationships between the U.S. and Colombian armies. My objectives are to support the Army Security Cooperation Strategy and Army Campaign Support Plan, strengthen alliances and coalition partners by building partner capacity and maintaining or enhancing relationships in support of a global strategy. Our goal is to help to strengthen the Colombian army's NCO corps. I have learned so much about how their military works and it will help me professionally in future assignments. I would unquestionably recommend this to my fellow NCOs as it is an experience of a lifetime.
Integration of Senior Leader Course into Combined Competitive Maneuver Exercise

SFC Brad Wood, 19K Small Group Leader

The Combined Competitive Maneuver Exercise (CCME) is a great opportunity for IBOLC and ABOLC students to experience the capabilities of different platforms. During CCME the students are given 24 hours to plan either an offensive or defensive mission. For several months IBOLC and ABOLC students have been taught, trained and evaluated on planning and preparing missions. Their knowledge of the Military Decision Making Process (MDMP) has been ingrained into them through hours of classroom instruction. However, with the majority of students only having an academic background, they often lack experience in executing operations in a live-fire or combat environment.

By integrating Maneuver Senior Leader Course (MSLC) students from the Henry Caro Noncommissioned Officer Academy into the CCME, the BOLC students receive planning guidance from individuals who have many years of military experience and understand how planned missions truly unfold in live applications. Gaining both technical and tactical knowledge from a future or current Platoon Sergeant gives the BOLC student a broader view on capabilities of the formation and of planning implications on mission execution.

The MSLC students that have had the opportunity to participate in CCME said that being able to provide guidance based off of their experiences and actually seeing it being implemented gives them a lot of motivation and self confidence that will carry over into the Platoon Sergeant position. “Seeing the Lieutenants conducting their plan and asking me questions about where would be best to emplace weapons systems or which type of formations to use really helped me understand what one of my duties as a PSG will be with a new PL” said SSG Salinas after conducting CCME. “I feel a valuable part of the integration of leaders from MSLC and BOLC into CCME is the experience between both future Platoon Leaders and future Platoon Sergeants focusing on communications that will enable overall mission success” SFC Wood SLC cadre.

The experience gained on both fronts, for MSLC students and for BOLC students, enables a joint effort from the two organizations to take opportunities to maximize the valuable lessons learned from the practical application of a focused maneuver exercise. The students walk away understanding the dynamic relationship between the PSG and the PL and sets the conditions for future assignments for all students. Trust is built through experience and the students involved in this world class training event are getting a head start in understanding how to build that trust. SFC Trumpore, an MSLC student added, “It was a great learning opportunity to work with a different group of leaders than my classmates, leadership roles with peers are very different because we provide unspoken support to one another since we know what is expected from a leader in that position.” This is just the tip of the spear for partnered training going on at the Maneuver Center of Excellence and all parties are excited for this opportunity as it continues to evolve.
## NCO Academy Recognitions

### IN ALC Class 001-18
- **Instructor of the Cycle**: SSG Brandon T. Wheat, NCOA
- **Support of the Cycle**: Mr. Reuben Enriquez, NCOA
- **Distinguished Honor Graduate**: None Selected
- **Honor Graduate**: SSG Deric S. Quinlin, HHC, 1st Bn, 75th Ranger Regimen
- **Iron man**: SSG John K. Breda, RSTC, RSTB, 75th Rgr Rgt
- **Leadership Awardees**: SSG Sean B. Scott, HHC, HHB, Garrison

### M-SLC Class 002-18
- **Instructor of the Cycle**: SFC Ronnie L. Lax, NCOA
- **Support of the Cycle**: Mrs. Jim Rosson, NCOA
- **Distinguished Honor Graduate**: None Selected
- **Honor Graduate**: SGT Daniel C. Dougherty, HHC 3rd Bn, 509th IN Rgt
- **Iron man**: SSG Troy L. Dingley, D Co, 2nd Bn, 27th IN Rgt
- **Leadership Awardees**: SSG Nathan C. Runyon, C Co, 2-19th IN Bn

### Armor 19D ALC Class 002-18
- **Instructor of the Cycle**: SSG Ivan A. Barrera, NCOA
- **Support of the Cycle**: Mr. Billy Wilson, NCOA
- **Distinguished Honor Graduate**: SGT Adam S. Tucker of A Trp, 3-61 CAV, 2 IBCT, 4ID
- **Honor Graduate**: None Selected
- **Iron man**: None Selected
- **Leadership Awardee**: SGT Nicholas L. Whitney, B Trp, 3-73 Cav, 1BCT, 82nd Airborne Div

### BLC Class 003-18
- **Instructor of the Cycle**: SSG Edwin Rosado, NCOA
- **Support of the Cycle**: Mr. Jarrod Brooks, FMO
- **Distinguished Honor Graduate**: CPL Milo D. Harrison, HHC, 4th RTB, Airborne & Rgr Tng Bde
- **Iron man**: CPL Jessica L. Andrews, HHC, 1-28th Task Force
- **Leadership Awardee**: CPL Christian Manjarrez, B Co, BMAC, MEDDAC
- **CMTD’s INSPIR Awardee**: SPC Melissa E. Gonzalez, G CO, 1-28th Task Force

### Armor 19K ALC Class 002-18
- **Instructor of the Cycle**: SSG Anthony Cruz, NCOA
- **Support of the Cycle**: Mr. Billy Wilson, NCOA
- **Distinguished Honor Graduate**: SGT Austin J. Edwards, C Co, 1-18IN, 2ABCT, 1ID
- **Honor Graduate**: None Selected
- **Iron man**: SGT Jose A. Hernandez, D Co, 6-8 Cav, 2ABCT, 3ID
- **Armor and Calvary Leadership Awardee**: SGT Raul Resendez, E Co, 2-34 AR, 1BDE, 1AD

### BLC Class 004-18
- **Instructor of the Cycle**: SSG Christian R. Meadows, NCOA
- **Support of the Cycle**: Mr. Matthew Toulouse, NCOA
- **Distinguished Honor Graduate**: SPC Michael D. Harris Jr., Med Co, Lyster Army Heath Clinic
- **Iron man**: SGT Benjamin R. Hole, A Co, 3rd Bde, 75th Rgr Rgt
- **Leadership Awardee**: CPL Andrew B. Hardin, H Trp, 3rd Sqdn, 16th Cav Rgt, 316 Cav Bde
- **CMTD’s INSPIR Awardee**: SPC Ty O. Jewell, E Co, 3rd Bde, 75th Rgr Rgt
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 Army Basic Instructor Course 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, 15 SSGs have been selected for SFC and 6 SFCs have been selected for MSG.

*Select the link below to apply*


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**NCO Academy Contacts and Links**

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<th>Email</th>
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<tbody>
<tr>
<td>The Commandant</td>
<td>(706) 545-2233</td>
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<td>The Deputy Commandant</td>
<td>(706) 545-2235</td>
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<tr>
<td>Operations NCOIC</td>
<td>(706) 545-5528</td>
<td><a href="mailto:matthew.s.reel.mil@mail.com">matthew.s.reel.mil@mail.com</a></td>
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