

INFORMATION PAMPHLET
SERGEANTS MAJOR COURSE
CORRESPONDING STUDIES PROGRAM

B00003148



U.S. ARMY SERGEANTS MAJOR ACADEMY
FORT BLISS, TEXAS

JANUARY 1989



THE UNITED STATES ARMY SERGEANTS MAJOR ACADEMY

The United States Army Sergeants Major Academy (USASMA) provides a unique opportunity for selected noncommissioned officers to engage in studies which broaden their educational horizons and, in so doing, ultimately prepares them for positions of greater responsibility throughout the defense establishment. This information pamphlet is designed to assist in understanding corresponding studies objectives and to provide information on procedures and prerequisites for enrollment. Questions pertaining to this pamphlet, or any additional information you may desire regarding the course, should be directed to Corresponding Studies, USASMA. All corresponding studies materials and examinations are developed and maintained at the USASMA. Requests for information on the course should be addressed to: Commandant, US Army Sergeants Major Academy, ATTN: ATSS-BA-CS, Fort Bliss, Texas 79918-5001. Additional information may be obtained from AR 351-1; also, Corresponding Studies has an off-duty answering service at AUTOVON 978-8883 or commercial number (915) 568-8883. This extension is answered by Corresponding Studies personnel during duty hours and messages can be left on the answering machine after normal duty hours. All messages on the answering machine are promptly answered.

28-1826-N3

SMA

TABLE OF CONTENTS

	<u>PAGE</u>
INTRODUCTION	1
BACKGROUND	3
COAT OF ARMS	4
INSIGNIA	5
SECTION I MISSION AND ORGANIZATION	6
SECTION II CURRICULAR CONCEPT	7
SECTION III CURRICULUM	8
Oral Communications Program	9
PHASE I - Military Studies	10
PHASE II - Leadership	11
PHASE III - Resource Management	12
PHASE IV - National Security Affairs	13
PHASE V - End of Course Resident Phase	14
SECTION IV AUDIO CASSETTE PROGRAM	16
SECTION V STUDENT SERVICES	17
SECTION VI ENROLLMENT	19
SECTION VII POLICIES	22

BACKGROUND

The Noncommissioned Officer Education System (NCOES) was established in 1971. This system consists of four progressive levels of instruction (Primary, Basic, Advanced, Senior) designed to prepare noncommissioned officers to assume positions of increasing responsibility compatible with their career development and grade progression. USASMA represents the capstone of the NCOES, providing the pinnacle of formal military schooling for the career noncommissioned officer.

The USASMA, established 1 July 1972, began its academics in January 1973, with a curriculum designed to broaden the student's already acquired knowledge, and skills, as differentiated from MOS related skill training accomplished at basic and advanced levels of NCOES. The first corresponding studies class commenced in August 1974.

The Academy graduates two resident classes and conducts one corresponding studies graduation each year. The resident course requires 22 weeks to complete, while the corresponding studies course requires from 1 to 2 years to complete and concludes with a 2-week resident phase in July each year. Both courses share equal status. Attendees are selected by a DA board and graduates receive identical civilian college recognition and consideration in all personnel management actions.



COAT OF ARMS

Crest

The torch in dark blue, established as the national color in Army Regulations of 1821, is flamed to indicate zeal and together with the book, signifies conveyance of knowledge and instruction in techniques required for professional leadership. The sword and quill pen represent both the combat and administrative services from which the Academy's students are drawn.



Shield

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

Motto

"ULTIMA" (The Ultimate) was selected as the motto of the US Army Sergeants Major Academy to signify that the Academy is the ultimate in noncommissioned officer education and is dedicated to preparing senior noncommissioned officers for the ultimate in enlisted assignments throughout the defense establishment. This motto was conceived in July 1972 by CSM Arnold E. Orr, then Command Sergeant Major of the US Army Armor Center, Fort Knox, Kentucky.

SHOULDER SLEEVE INSIGNIA

A distinctive shoulder sleeve insignia is worn by Academy resident students, staff, and faculty. It is described as follows:



a. The insignia consists of a gold colored torch with scarlet flame imposed on a shield of Army Green. The stem of the torch is surmounted by a gold 5-pointed star within an open gold laurel wreath.

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

SECTION I

MISSION AND ORGANIZATION

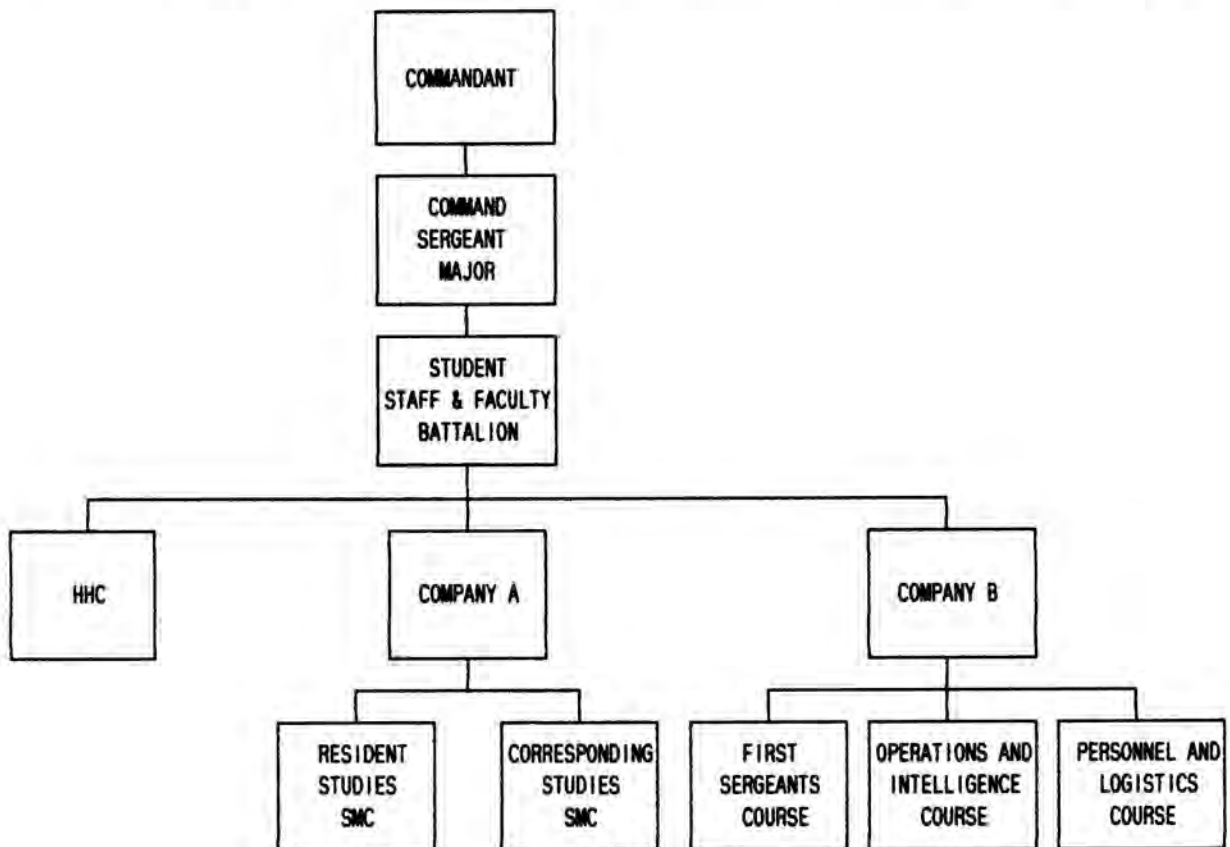
Mission

To provide a program of study to prepare selected noncommissioned officers for positions of greater responsibility throughout the defense establishment.

Organization

The Commandant is responsible to the Commander, US Army Training and Doctrine Command (TRADOC) for the fulfillment of the Academy's missions. He is provided advice and assistance in this role by the Academy command sergeant major and other members of the staff and faculty.

The staff and faculty are organized as shown in the diagram below. The staff includes the personnel of the Academy who are primarily concerned with administration, security, support operations, and other associated responsibilities. The faculty, under the supervision of the Assistant Commandant, deals primarily with preparation and presentation of Academy educational programs. The Chief, Corresponding Studies administers the Corresponding Studies Program.



SECTION II

CURRICULAR CONCEPT

Students selected for the USASMA Corresponding Studies Program are mature and successful professionals who have demonstrated potential for increased responsibility.

Each corresponding studies class is composed of senior noncommissioned officers in the rank of Sergeant First Class(Promotable), Master Sergeant, Master Sergeant(Promotable), First Sergeant, Sergeant Major, and Command Sergeant Major from the Regular Army, Army Reserve and Army National Guard. The Corresponding Studies Program is designed to provide an intellectually broadening educational experience as well as a detailed study of contemporary leadership subjects. During the resident phase, the curriculum provides an opportunity for individual and group study of problems directly affecting today's senior noncommissioned officer. The intent of the total USASMA educational experience is to promote the humanistic professional qualities needed by graduates to carry out their expanded responsibilities.

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

SECTION III

CURRICULUM

The US Army Sergeants Major Academy corresponding studies curriculum includes instruction in four major fields of study:

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

LEADERSHIP focuses attention on man's behavior, individually and collectively. Students will examine contemporary problems facing the senior noncommissioned officer in dealing with people, individually and in groups. They will then determine the impact of these problems on the morale, discipline and efficiency of soldiers.

RESOURCE MANAGEMENT is a study of the fundamental principles of managing resources, e.g., people, material, systems, and money. Management treatment of current Army problems is also investigated.

NATIONAL SECURITY AFFAIRS familiarizes the student with the world scene, to include modern history and interrelationships of countries and their governments. Emphasis is placed on the role of the United States as implemented through foreign policy and military strategy.

Each field of study is distributed within five instructional phases. Additionally, an oral communications program, designed to broaden the communicative skills of the student, is required to be completed during the first year of the course. Each phase is subdivided into learning units called subcourses. A subcourse is the basic instructional unit of the Correspondence Studies Program and contains from one to nine graded and ungraded requirements. Phases 1 through 4 are corresponding studies phases which will be completed by correspondence. Phase 5 is a 2-week, end-of-course resident phase.

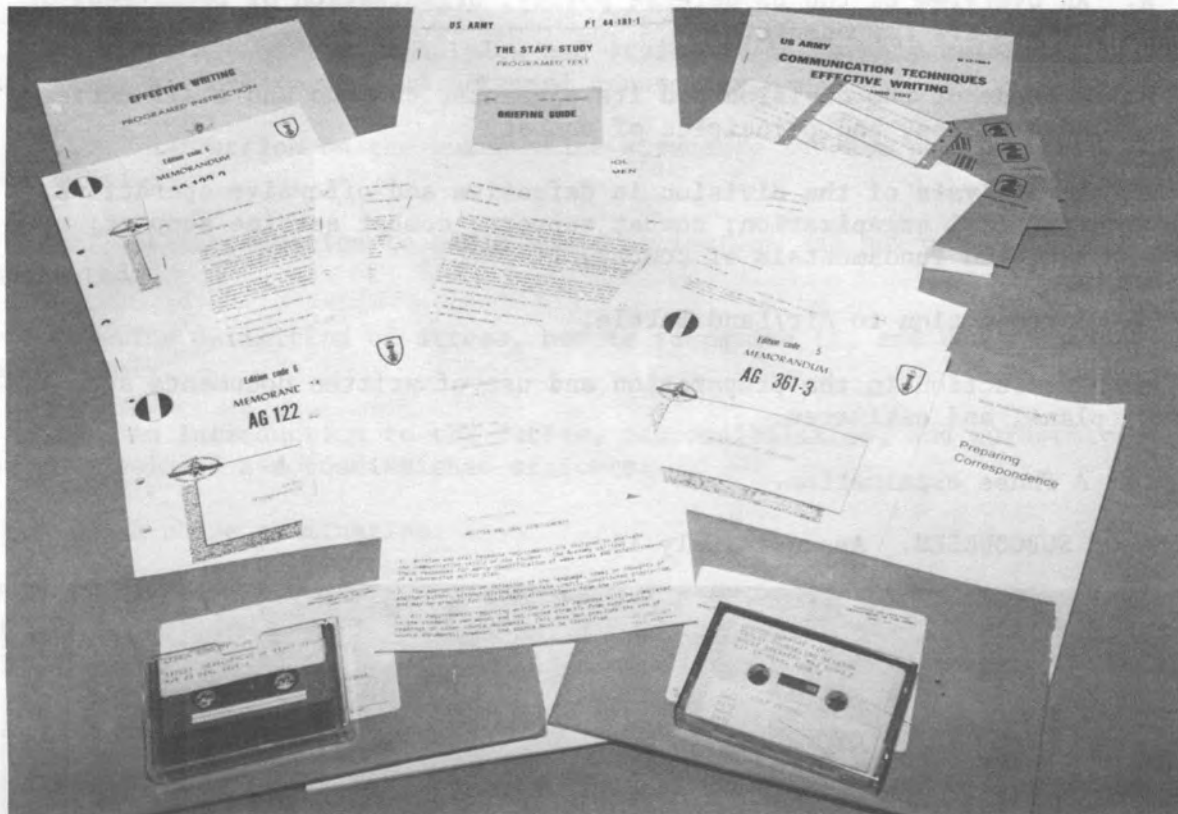
The instructional method emphasized in the resident phase utilizes small participating groups (10 to 15 students) to provide a close atmosphere for the exchange of ideas, thus allowing collective reasoning in the solving of requirements during practical exercises. This method minimizes traditional platform instruction. The principles and concepts developed in the corresponding studies phases are reinforced by group discussion and application to problem solving. Additionally, varied subjects are taught that do not lend themselves to the corresponding studies mode of instruction, i.e., DA simulated promotion board, role playing exercises, etc.

Each phase of the Corresponding Studies Program curriculum is described in this section.

ORAL COMMUNICATIONS PROGRAM

OBJECTIVE. To enable the senior noncommissioned officer to present military briefings.

SCOPE. The program includes an introduction to the Academy oral communications program and provides a study of the different briefing techniques according to prescribed standards.



PHASE I

MILITARY STUDIES

OBJECTIVE. To enable the student to apply the principles of staff procedures to a series of changing tactical situations.

SCOPE. This phase includes:

a. An overview of the US defense policy, organization of Department of Defense and Reserve Components.

b. A study of the division and its elements, command and staff duties and responsibilities, and principles of combat.

c. An analysis of the division in defensive and offensive operations, including tactical organization; combat support; combat service support; fire support; and fundamentals of combat.

d. Introduction to Air/Land Battle.

e. Instruction in the preparation and use of written documents such as orders, plans, and estimates.

f. A Phase examination.

NUMBER OF SUBCOURSES. Approximately 16.



PHASE II

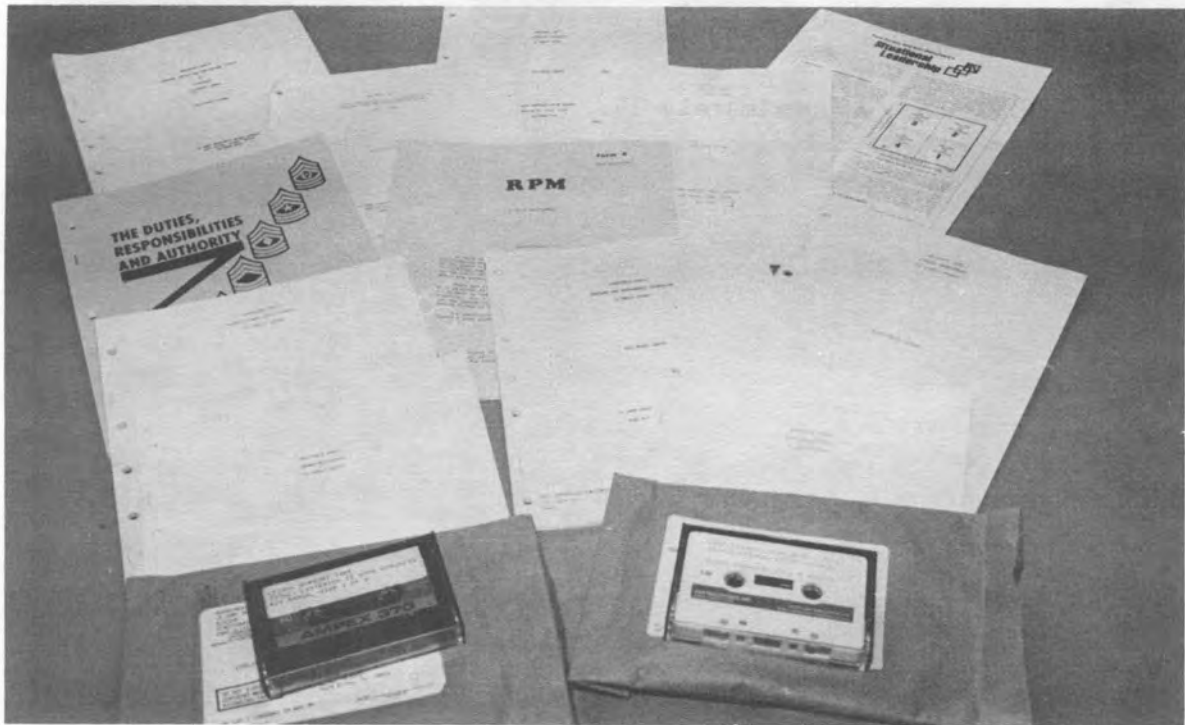
LEADERSHIP

OBJECTIVE. To enable the senior noncommissioned officer to employ leadership principles, motivate subordinates, apply proper counseling techniques, and gain an understanding of stress.

SCOPE. This phase includes:

- a. A study of the principles and styles of leadership reinforced with the study of performance and personal counseling.
- b. Instruction on the human value structure and how people are motivated.
- c. An introduction to basic human motivation and how people are motivated.
- d. The definition of stress, how to recognize it, and how to manage it effectively.
- e. An introduction to the duties, responsibilities, and authority of noncommissioned and commissioned officers.
- f. A phase examination.

NUMBER OF SUBCOURSES. Approximately 6.



PHASE III

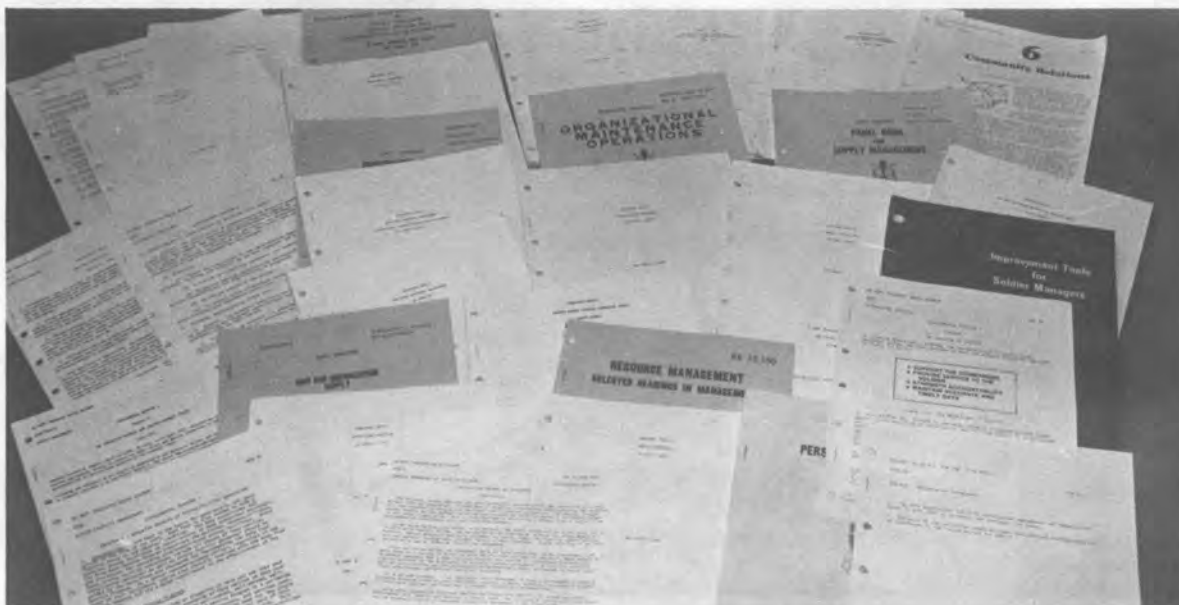
RESOURCE MANAGEMENT

OBJECTIVE. To enable the senior noncommissioned officer to become more effective and knowledgeable in the fields of administration, supply, maintenance, dining facility management, and the enlisted personnel management system.

SCOPE: This phase includes:

- a. A study of administrative service support operations, with emphasis on determining its effectiveness and solving any problems that are pinpointed.
- b. An overview of Army supply management with emphasis on user-level supply problems.
- c. A study of Army unit maintenance and maintenance procedures requiring identification of corrective action to be taken to specific problems depicted should such problems exist.
- d. An introduction to management of military dining facilities and resolving problems according to regulations.
- e. A study of management functions, theories and concepts which have application to Army personnel management.
- f. A study of the Enlisted Personnel Management System (EPMS).
- g. An in-depth analysis of personnel management procedures.
- h. An overview of the installation directorate staff with emphasis on the offices of Personnel and Community Relations, Security, Plans and Training, Logistics, Budget and Finance, and the Army Authorization Document System (TAADS).
- i. A study of military training concepts.
- j. A phase examination.

NUMBER OF SUBCOURSES. Approximately 14.



PHASE IV

NATIONAL SECURITY AFFAIRS

OBJECTIVE. To enable the senior noncommissioned officer to explain world affairs and international relations as they relate to United States military involvement overseas.

SCOPE. This phase includes:

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

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

NUMBER OF SUBCOURSES. Approximately 11.



PHASE V

END-OF-COURSE RESIDENT PHASE

OBJECTIVE. To enable the student to apply principles and knowledge gained through corresponding studies phases. To reinforce earlier learning and to expand knowledge of current subjects.

SCOPE. This phase includes:

- a. Instruction in small group organization and processes.
- b. Emphasis on counseling techniques to include counseling role play.
- c. A study of the duties, responsibilities, and authority of NCOs.
- d. A discussion of military justice and administrative law.
- e. Combat stress.
- f. A critique covering the entire course of instruction.

The 2-week resident phase is conducted at Fort Bliss. Instruction is presented through the small-group discussion mode. Also, selected guest speakers will present talks on current and relevant subjects.

Each student participating in the Corresponding Studies Program is offered two options for attending the 2-week resident phase at Fort Bliss, Texas. The resident phase is conducted each year in July. A student can increase study time and attend the earlier first year resident phase or maintain normal study time and attend the resident phase at the end of the second year. To be eligible to attend the earlier resident phase, a student must complete all four corresponding studies phases by 15 April of the graduation year. This completion date enables the Academy time to nominate students for attendance at the 2-week resident phase and for administrative processing at Department of the Army. The cost of TDY to the Academy is funded by the component headquarters, i.e., TAPA (Active Army); NGB (National Guard); and ARPERCEN (Army Reserve). Once students are notified of their scheduled attendance at this phase, the Academy sends an information packet covering the two week period at the Academy. This packet includes information on duty uniform, housing, planned activities, and requests information as to arrival times.

CREDITS

Recognition for completion of the Corresponding Studies Program is as follows:

- a. The student is awarded a diploma by the Commandant.
- b. An entry made on the student's DA Form 2A and DA Form 2-1 (Personnel Qualification Record). This will be accomplished in accordance with AR 640-2-1 and NGR 640-2-1.
- c. Retirement point credit for National Guard and Army Reserve NCOs not on extended duty will be credited at the rate of one point for each three credit hours of corresponding studies instruction satisfactorily completed (NGR 640-1/AR 140-185).
- d. Graduates of the Corresponding Studies Program are given equal consideration with resident course graduates in all personnel management actions.
- e. The Handbook to the Guide to the Evaluation of Educational Experiences in the Armed Services recommends that a graduate of the Corresponding Studies Program receive college level credit as follows: "In the lower-division baccalaureate/associate degree category, 3 semester hours in fundamentals of communication and 3 in group dynamics. In the upper-division baccalaureate category, 3 semester hours in military science, 5 in international relations, 1 in ethics, and 3 in human resource management." (1988)

SECTION IV

AUDIO CASSETTE PROGRAM

1. Professional Development (Guest Speaker) Program. The Professional Development Program is designed to add depth to the curriculum and present authoritative and diverse opinions on selected subjects. Lectures by individuals eminently qualified in their special field of knowledge and expertise are recorded. These recordings are forwarded to each student periodically throughout the course. The purpose of this program is to provide additional background information and to expand student understanding of selected topics.
2. Oral Presentation Program. During the course, each student is required to prepare and present an information briefing. The presentation will be 8 to 12 minutes in length, recorded on an audio cassette tape, and forwarded to the Academy for evaluation and critique. The purpose of this program is to improve the verbal communication skills of the student.



The Honorable John O. Marsh

SECTION V

STUDENT SERVICES

CLASS COORDINATOR

Each soldier selected for participation in the Corresponding Studies Program receives a student information packet from the Academy which provides information about the course. Also provided is the name and phone number of the class coordinator. The class coordinator is the equivalent of the resident school Group Room Instructor. He is the point of contact for all students in a specific class and is responsible for answering questions concerning course content, student progress, and counsels students concerning course related matters. The class coordinator also screens all graded assignments to insure that students are being graded according to Academy standards. He reviews all lesson updates and makes recommendations to the Chief, Corresponding Studies. He also approves short term extensions (30-90 days) of phase completion deadlines.

RECORDS

Academic records are maintained in Corresponding Studies. Each record contains administrative information as to the student's status in the course. It is important that each student keep the Academy informed of any change in status. If the student is promoted or has a change in duty or mailing address, the Academy must be notified, in writing, as soon as possible to insure that course material is directed to the correct address.

FEES

Participation in the Corresponding Studies Program is free to enrolled students. Instructional material is mailed to students, postage paid. Regular Army students must process all lessons and correspondence through their local Adjutant General postage metering service, if available. USAR and NG students are provided business reply envelopes for returning lessons to the Academy. The 2-week resident phase is funded by Headquarters, Department of the Army.

PROCEDURES

Each subcourse includes an answer sheet or a cassette tape for recording responses. References required are provided by the Academy. Phase shipments are automatic and based on individual student progress. When a student completes one-third of a phase, action is automatically taken to ship the next phase in the course. Mailing completed lessons promptly expedites shipment of the next phase and saves the student valuable time.

STUDY REQUIREMENTS

Arranging study time is each student's responsibility. However, target phase completion dates are provided by the Academy. The average corresponding studies student requires six to eight hours study time per week to complete the course in two years. Students desiring to complete the course in one year must increase their study time.



Graduation ceremony

SECTION VI

ENROLLMENT

General

The Corresponding Studies Program is available to Regular Army, US Army Reserve, and Army National Guard senior noncommissioned officers who apply for the course, meet the prerequisites for enrollment, and are subsequently selected by a Department of the Army selection board. Noncommissioned officers seeking enrollment in the course should insure that they have sufficient time remaining in obligated or voluntary service to complete the two year course. Additional information may be obtained from AR 351-1.

Prerequisites

Prerequisites for enrollment are:

- a. Component. Regular Army noncommissioned officers in an active status; or US Army Reserve and National Guard noncommissioned officers.
- b. Grade. E7(P), E8, E8(P), and E9. Waivers will not be granted to E7 personnel who are not on a standing promotion list.
- c. Service. Have completed 23 years or less service (waiverable).
- d. Remaining Service Obligation. None.
- e. Security Clearance. None.
- f. Age. No limitation.
- g. Physical Fitness and Weight Standards. As prescribed in AR 600-9 and AR 350-15.
- h. Declinations. NCOs who decline the resident USASMA course are not eligible for the Corresponding Studies Program.
- i. Waivers. Approval authority for Corresponding Studies Program waiverable prerequisites are as follows:
 - (1) Regular Army personnel, USAR and ARNG personnel on extended active duty: Commander, Total Army Personnel Agency (TAPA).
 - (2) ARNG personnel. Chief, National Guard Bureau (CNGB).
 - (3) USAR personnel. Chief, Army Reserve (ARPERCEN).

The application procedures are somewhat different for each component (see breakdown below). Prior to forwarding your application, insure that you meet the enrollment prerequisites. The National Guard Bureau and Chief, Army Reserve issue supplemental instructions annually regarding application procedures. For this information, write to addresses given in paragraphs b and c below. A new class begins each year on 1 April.

a. Regular Army. Regular Army and extended active duty USAR NCOs will make application on DA Form 4187. The form will be submitted through immediate commanders to TAPA (DAPC-EPT-FN), 2461 Eisenhower Avenue, Alexandria, VA 22331-0400. The application will be routed through the servicing MILPO for review and administrative accuracy. The MILPO will attach a current copy of the soldier's DA Form 2A and DA Form 2-1. Third party letters of recommendation on behalf of the applicant are not authorized. Application suspense dates will be published at the same time announcement is made of the annual selection board.

b. US Army Reserve. USAR NCOs not on statutory or ADT tours will make application on DA Form 145 (Army Correspondence Course Enrollment Application) and forward it through proper channels to HQDA (DAAR-OT), Washington, DC 20310, prior to 1 September of each year. The ARPERCEN will issue supplemental instructions each year on additional information needed for application.

c. National Guard. ARNG NCOs not on extended active duty will make application on NGB Form 64 (Application for School Training) and send it through proper command channels to Chief, ARNG Schools Branch, ARNG Activity Center, Building E4430, Edgewood Area, Aberdeen Proving Grounds, MD 21010. Application suspense dates will be published at the same time announcement is made of the annual selection board. Applications should be submitted in accordance with NG Regulation 351-15.

Selection Procedures

Following the deadlines for respective components, appropriate HQDA agencies will verify eligibility and determine relative qualifications of all applicants. Selection responsibilities are as follows:

- a. Commander, TAPA. All Regular Army and reserve component NCOs on extended active duty.
- b. Chief, NGB. ARNG personnel not on extended active duty.
- c. Chief, AR. USAR personnel not on extended active duty.

Notification of Selection

NCOs will be notified of selection or nonselection by HQDA through appropriate channels. Nonselection does not preclude eligible applicants from reapplying in subsequent years. New applications are required from nonselectees for each selection process.

SECTION VII

POLICIES

Required Progress

All students must complete at least one phase of the course within six months following the course start date. Failure to do so constitutes a basis for disenrollment. In addition, the following requirements must be met:

a. Students must complete at least two phases within 12 months of the course start date.

b. Students must complete all four corresponding studies phases by 15 April of the second year.

Extensions

A request for a temporary extension of required phase completion dates may be made if minimum course requirements cannot be met. Such requests must be endorsed, in writing, through command channels to the Commandant, US Army Sergeants Major Academy, ATTN: ATSS-BA-CS, Fort Bliss, Texas 79918-5001. Extensions will be granted in exceptional cases where it is shown that circumstances beyond the control of the student prevented minimum academic progress. These circumstances must be of a temporary nature that will not impede future progress. All requests will be considered on a case-by-case basis.

Examinations

Students must successfully complete a proctored examination at the end of each phase. These examinations will be administered by local Test Control Officers (TCO) and graded by the Academy.

Credit Hours

The number of credit hours assigned to a subcourse is the estimated time required for an average student to assemble the material, read the assignments, solve requirements, and put away the material. Credit hours are granted for successful completion of each phase of the Corresponding Studies Program and are sent to students in end-of-phase completion letters.

Phase Completion Notification

Students receive a phase completion notification for each phase that is completed. This notification is forwarded to the student through command channels and is the only record students are furnished to show subcourse credit hours completed. It is the responsibility of students to see that this information is included in their military personnel records.

Diplomas

Students are awarded a diploma by the Commandant, USASMA upon successful completion of the Corresponding Studies Program.

Voluntary Disenrollment

Requests for voluntary disenrollment will be considered on a case-by-case basis and only for valid reasons. Requests will be endorsed through command channels to the Commandant, USASMA.

Involuntary Disenrollment

Students may be involuntarily disenrolled by the Commandant, USASMA, for academic failure, for cause, or for lack of academic progress as follows:

- a. Failure to complete at least one phase within the first six months of the course start date.
- b. Failure to complete at least two phases and effective communications within 12 months of the course start date.
- c. Failure to complete all corresponding studies phases by 15 April of the graduation year.
- d. A student may be involuntarily disenrolled for plagiarism. Plagiarism is defined as the appropriation or imitation of the language, ideas or thoughts of another author when such is done without giving appropriate credit to the original author. This does not preclude the use of source documents; however, the written or oral response will be completed in the student's own words and not copied directly from supplemental readings or other source documents, and the source must be identified.
- e. Failing the alternate version of an end-of-phase examination.

This course is self-pace, structured and difficult; therefore, it is important that consistent progress be maintained throughout the course. It should be noted that if disenrollment is requested for other than valid reasons (i.e. medical reasons, approved retirement, etc.), or if involuntary disenrollment is necessary, a referred Service School Academic Evaluation Report will be completed and filed in the student's Official Military Personnel File.