

Lance Corporals Leadership and Professional Ethics Seminar

SEMINAR PROGRAM OUTCOME

Develop lance corporals to serve as ethical leaders, educated in the philosophies and doctrinal publications that provide the basis for Marine Corps organizational values and ethics, foundations of leadership, personal conduct, and total fitness to sustain the transformation throughout the Marine Corps.

SEMINAR LEARNING OUTCOME

Discuss the leadership concepts illustrated in *MCWP 6-11 Leading Marines*, *MCRP 6-11D, Sustaining the Transformation*, and *MCRP 6-11B with Chapter 1 Marine Corps Values: A User's Guide for Discussion Leaders* and other Marine Corps doctrine that focus on the personal and professional development of the individual Marine.

SEMINAR DESCRIPTION

The Lance Corporal Leadership and Professional Ethics Seminar is a Professional Military Education (PME) program designed to bridge the gap between initial training and initial attendance to resident PME. The seminar provides

students with a resident-like experience, in which students and their peers explore a wide range of leadership concepts led by NCOs in the unit. The topics discussed throughout the seminar are founded on Marine Corps leadership doctrine using themes and ideas from resources such as *Leading Marines* and *Sustaining the Transformation*.

LESSON DESCRIPTION

Challenges: Using *MCWP 6-11, Leading Marines*, chapter 3, students will learn about overcoming physical and moral challenges through adaptability, innovation, decentralization, and will.

Command Structure: This discussion lesson requires the commanding officer and sergeant major to collaboratively prepare and present a lecture that communicates the unit mission in support of Marine Corps core competencies.

Counseling, Coaching and Mentoring: This discussion lesson introduces the roles of counseling, coaching and mentoring as it pertains to Marine Corps leader development.

Customs, Courtesies and Traditions: Students will discuss the importance of Customs, Courtesies and Traditions, and develop a clearer understanding of their duty to continue these practices, in an effort to maintain good order and discipline.

Ethical Leadership: Students will discuss ethics and the relationship between laws, actions and ethical behavior as they relate to ethical leadership.

An understanding of these relationships will play a pivotal role in Marines making better decisions when faced with challenges.

Foundations: Using chapter 2 of *Leading Marines*, students will discuss the foundations and elements of leadership that involve understanding relationships between leaders and Marines, physical and moral courage, discipline, setting the example and taking charge.

Fundamentals of Marine Corps Leadership: This discussion lesson analyzes the fundamentals influencing today's Marines to become great leaders, while exploring Marine Corps leadership qualities, traits and principles.

Individual Core Values: Students will explore individual values, attitudes and behaviors, the interrelationship of these attributes and their relationship to the Marine Corps' institutional core values.

Leader Follower: This discussion lesson will allow students to enhance their roles as leaders and guide their interactions with the Marines around them. Students will gain an understanding of senior-subordinate relationships, how to develop good followership and explore the three types of leadership techniques.

Marine Corps Core Values: This period of learning examines the Marine Corps core values and generates discussions to explore the application of the Marine Corps' institutional values by individual Marines.

Marine Total Fitness: Students will gain an overall awareness of the Marine Total Fitness Concept and engage in discussions that focus on life choices, personal, family and

financial readiness and behavioral health programs.
Our Ethos: *This discussion lesson provides students with a deeper understanding of what Marine Corps ethos means and how it has shaped Marines since the beginning of the Corps. Discussions cover important historical events that contribute to the Corps' identity and the transformation from a recruit on the yellow footprints to the youngest Marine at the birthday ball.*

Societal Concerns: *Students will explore and discuss societal issues that hinder force preservation, and apply the leadership concepts and resources learned during the seminar.*

Corporals School

PROGRAM OUTCOME

Students will be able to:

Serve as ethical leaders, educated in the foundations of Marine Corps leadership and the Marine Corps ethos who comprehend the difference between ethical decision making based on organizational values and situational ethics.

Serve as professional warfighters, educated in the nature of war, organizational roles and responsibilities, who comprehend the basic structure of the U.S. defense department.

Serve as sound decision makers, educated in diverse decision making processes which promote and support

organizational values and leadership philosophies within the profession of arms.

LEARNING OUTCOME

Discuss MCWP 6-11 concepts focusing on the development of character leadership and professional ethics. (Leadership and Professional Ethics)

Discuss the demands and the moral, mental, and physical characteristics of the "Nature of War." (Warfighting)

Describe the Marine Corps Organizational structure and its roles and responsibilities within the Department of Defense. (Joint Operations) (Basic level JLA 1)

Demonstrate the fundamentals of communication in a personal and professional environment. (Administration and Communication Studies)

SCHOOL DESCRIPTION

The Corporals School is a primary level school for Marine Corporals (E-4s). The school is typically three weeks in duration and is a command sponsored school or distance education school, conducted at various military installations throughout the United States and abroad. The overall premise of this school is to teach junior Marines to serve as ethical leaders, professional warfighters, and sound decision makers, while being

educated in the foundations of Marine Corps leadership, the nature of war, and decision making processes which support organizational values.

COURSE: LEADERSHIP AND PROFESSIONAL ETHICS

LESSON DESCRIPTION

Leadership Time: *Time set aside for leaders to interact and provide personal and professional development for their Marines.*

Foundation of Marine Corps Leadership: *Using MCWP 6-11 as a reference, this lesson will cover an array of topics that focus on leadership principles based on the foundation of Marine Corps Leadership, Marine Corps Ethos, understanding the mindset of the NCO, decision making process, and leader challenges.*

Keepers of Tradition: *This lesson will focus on understanding the Noncommissioned officer's role as it pertains to Marine Corps traditions, such as, drill and ceremonies, coaching, counseling, and mentoring.*

Students will also gain knowledge in the area of various Marine Corps programs including Combat Stress Control (COSC) and Operations Risk Management (ORM).

Career Progression: *Students will continue with the study of mentoring and counseling, and learn how to communicate aspects of career progression and the MOS Roadmap to subordinate Marines.*

Combating Operational Stress Control: *Through the use of lecture and guided discussion, students will gain an*

understanding of how to educate subordinate Marines in the areas of combat and operational stress and the Marine Corps' Operational Stress Control and Readiness (OSCAR) programs.

Philosophy of Combat

Conditioning: *Using MCWP6-11 as a reference, students will obtain knowledge on the function of the Combat Conditioning program and actively participate in combat conditioning exercises.*

**COURSE:
WARFIGHTING AND
JOINT OPERATIONS**

LESSON DESCRIPTION

Intro to Warfighting: *Using the guided discussion methodology, students will discuss warfighting and the nature of warfighting concepts.*

Irregular Warfare: *Students will learn about the history of irregular warfare and how this topic pertains to small unit leaders, the nature of war and irregular warfare missions.*

Land Navigation: *Students will use knowledge to execute land navigation skills associated with using a compass, map, plotting points on a map and other land navigation activities.*

Tactical Communications: *Students will gain an understanding of conducting tactical communications and become familiar with characteristics, capabilities, common usages, procedures and other aspects of tactical radios.*

Operations I, II, and III: *Using tactical scenarios, students will explore concepts related to offensive and defensive fundamentals of warfighting. Some areas of study will include: conducting a security patrol, organizing a rifle and squad team, executing six*

components of troop leading steps, understanding the fundamentals of cover, camouflage, and concealment, the purpose of a combat order and fire team, composing a sketch plan, and other objectives related to operations.

Intro to Marine Corps

Organization and the

MAGTF: *This lesson will enable students the opportunity to discuss and comprehend the Marine Corps' organization, structure, and elements of the Marine Air Ground Task Force (MAGTF).*

Joint Operations: *Students will be provided with a brief introduction of enlisted members' respective services and gain overall knowledge of the basic U.S. defense structure, roles and functions of other services.*

**COURSE:
ADMINISTRATION AND
COMMUNICATION**

LESSON DESCRIPTION

Proficiency and Conduct

Marks: *Using a discussion-based approach, students will gain an understanding of the promotion system process from private to sergeant, with a focus on proficiency and conduct marks.*

The Promotion System:

Students will continue the study of the promotion system process by learning about different types of promotions and components of a composite score worksheet.

Introduction to Professional

Communications: *Students will learn about the fundamentals of oral and written communication by using proper format, grammar, and style, preparing a written outline and delivering a presentation.*

Interact with Social Media:

Students gain awareness about the impacts of social media interactions on Marines.

Sergeants School

PROGRAM OUTCOME

Students will be able to:

Serve as ethical leaders, educated in the philosophies of Marine Corps leadership, the doctrinal publications which establish the basis for organizational values and ethics, who recognize how personal actions influence processes and stimulate change in the behavior and attitudes of subordinates.

Serve as professional warfighters, educated in the nature and theory of war, who comprehend the warfighting functions and their impact on operations, and can articulate the roles and functions of other services as they are organized within the Combatant Command structure.

Serve as sound decision makers, educated in diverse decision making processes which promote and support organizational values and leadership philosophies within the profession of arms, who possess the communication skills necessary to guide subordinates in personal and professional development.

LEARNING OUTCOME

Explain the leadership concepts illustrated in MCWP 6-11 focusing on the personal and professional development of subordinates. (Leadership and Professional Ethics)

Explain the nature and theory of war concepts, their relationship to the Marine Corps warfighting functions, and their impact on operations. (Warfighting)

Discuss the organization of the combatant command structure focusing on the Marine Corps' role within it. (Joint Operations) (Basic level JLA 1, 2 &3)

Apply the concepts necessary to engage in personal and professional communication. (Communication Studies)

Apply cultural and regional consideration to a tactical scenario in an assigned region. (Regional, Culture and Language Studies)

SCHOOL DESCRIPTION

The Sergeants School is a primary level school for Marine Sergeants (E-5s). The school is four weeks in duration and provides students with the knowledge and skills to recognize how personal actions influence processes, in order to comprehend warfighting functions and their impact on operations, and to use communication skills to effectively relay schools of action. The overall premise

of this School is to enable Marines to serve as ethical leaders, professional warfighters, critical thinkers, and sound decision makers.

COURSE: LEADERSHIP AND PROFESSIONAL ETHICS

LESSON DESCRIPTION

Leadership Time: Supports the overall Leadership curriculum. Ten hours of non-lesson specific directors' time dedicated to addressing current topics related to EPME curriculum or Marine Corps leadership issues.

Foundations of Marine Corps Leadership: First lesson in the Sergeants Leadership and Professional Ethics curriculum, used to discuss the responsibilities of the Marine sergeant and their role as decision makers in small unit leadership. Students discuss and share ideas in the development of subordinates and enhance their decision-making abilities, while staying grounded to the foundation of Marine Corps leadership.

Keepers of Tradition: Delivers further knowledge and insight into the preservation of traditional discipline, customs and courtesies, and the heritage of the Corps in order to ensure that the same high standard of discipline and esprit de corps is preserved, strengthened, and passed on to future Marines.

Career Progression: Provides leaders with the knowledge and tools to effectively communicate expectations (pertaining to personal and professional development) to their subordinates and guide them appropriately through career progression.

Leadership Programs and Resources: Enables leaders to become familiar with Marine Corps resources and tools that promote the safety and well-being of their junior Marines and their families.

Leading Combat

Conditioning: Promotes awareness of available resources, techniques and procedures used for personal fitness, and gives guidance to leaders regarding the development of their Marines' physical fitness, in order to meet combat readiness standards.

COURSE: WARFIGHTING AND JOINT OPERATIONS

LESSON DESCRIPTION

Warfighting: Uses a series of student-engaged activities that introduce and reinforce warfighting concepts contained within MCDP 1 Warfighting, Chapter 1 "The Nature of War" and Chapter 2 "The Theory of War." Activities are designed to serve as a framework in which students participate in a discussion on warfighting concepts and the impact on their roles as noncommissioned officers.

Warfighting Functions: An informal lecture and discussion about the six warfighting functions, in which students are required to discuss their involvement and experiences regarding each of the functions.

Troop Leading Steps: An informal lecture and Socratic discussion regarding the six troop leading steps and the five paragraph order. Students are required to discuss their experiences with each of the six steps of BAMCIS (Begin the planning, Arrange for reconnaissance, Make

reconnaissance and coordination, Make reconnaissance, Complete the plan, Issue the order and Supervise). This lesson reinforces the warfighting troop leading steps contained within MCDP 1, Warfighting.

Joint Operations: An informal lecture and Socratic discussion regarding federal laws that comprise the present DoD organizational structure. This lesson provides insight into how information and decisions flow through the two major chains of command, specifically the operational chain of command from the President to the combatant commanders and the administrative chain of command from the Secretary of Defense to the service chiefs. This lesson also reinforces joint force concepts by discussing the roles and responsibilities of the individual military services and how these military services need to work together and complement each other in order to provide force projection across the globe.

COURSE: ADMINISTRATION AND COMMUNICATION

LESSON DESCRIPTION

Interpersonal

Communication: A foundational lesson that helps students to better understand the communication they have with others and the way people communicate. This lesson also provides insight on verbal and nonverbal behaviors, and barriers to communication.

Delivering an Oral

Presentation: Provides guidelines for delivering an oral presentation. Students learn how

to analyze the need for a presentation, organize presentation content, rehearse and deliver a presentation.

Write an Analytical Essay:

Focuses on critical thinking and analytical writing skills; students write about various topics discussed throughout the course, through clear expression of their thoughts.

Interact with the Media:

Students gain an understanding of how to effectively work with the media and ensure that their junior Marines are aware of how their actions may be reported in the press, viewed in social media context, and could potentially impact the opinions of the American public.

Administrative

Responsibilities of the NCO:

Defines the purpose of applying concepts necessary to engage in personal and professional communications as Noncommissioned Officers to support career progression and maintain good order and discipline. This lesson also provides guidance for sergeants to use when applying the administrative procedures that support the leader's role in the development of subordinates.

Performance Evaluation

System: Assists students with understanding Performance Evaluation System (PES) as it pertains to an individual's performance and character throughout his or her career in the Marine Corps; knowledge gained is used to help junior Marines with understanding the evaluation system and its impact on career progression, future billet assignments, resident school attendance, retention and promotion.

Career School

PROGRAM OUTCOME

Students will be able to:

Serve as ethical leaders, educated in the obstacles that affect Marine cohesion and compliance with organizational values and ethics who recognize the responsibility of their grade to mentor junior enlisted as well as junior officers.

Serve as professional warfighters, educated in the Marine Corps warfighting doctrine with an emphasis on preparing for and the conduct of war, who are introduced to operational planning, and possess knowledge on national military capabilities and the foundations of joint operations.

Serve as sound decision makers, educated in diverse decision making processes used to formulate and solve open-ended problems in complex environments in support of the commander's intent and organizational values.

LEARNING OUTCOME

Explain the SNCO responsibilities in supporting the commander's intent and promoting organizational values. (Leadership and Professional Ethics)

Analyze leadership responsibilities as illustrated in MCRP 6-11D relating to the development of

subordinate leaders and junior officers. (Leadership and Professional Ethics)

Apply Marine Corps warfighting concepts to the planning of military operation. (Warfighting)

Discuss national military capabilities, organization, and foundations of joint operations. (Joint Operations) (Career level JLA 1, 2 & 3)

Demonstrate the ability to influence the commander decision-making process and support the Marine Corps' Public Affairs guidance through clear and logical communications. (Administration Studies)

Analyze administrative processes and documents to maintain good order and discipline, develop subordinates, and support the commander. (Communication Studies)

Apply cultural considerations to support the planning process for a scenario in an assigned region. (Regional, Culture and Language Studies)

SCHOOL DESCRIPTION

The Career School is an intermediate level seven-week school for Marine staff sergeants (E-6s). The premise of this school is three-fold: to enable Marines to serve as ethical leaders, professional warfighters, and sound decision makers. The

Career School also educates students in obstacles that affect Marine cohesion and compliance with organizational values, Marine Corps warfighting doctrine, and diverse decision making processes.

COURSE: LEADERSHIP AND PROFESSIONAL ETHICS

LESSON DESCRIPTION

Directors Time: Time set aside for leaders to interact and provide personal and professional development for their Marines.

BCP and MAP Programs: The purpose of this lesson is to provide students with the knowledge and skills to implement the BCP and MAP programs at their units, in accordance with Marine Corps Order (MCO) 6110.3.

Mentoring: Students gain an understanding of how effective leadership combined with effective mentoring can produce Marines who desire to excel and who seek greater levels of responsibility. This lesson presents the purpose and goals of the Marine Corps Mentoring Program (MCMP), and provides guidance on implementing and participating in a mentoring program.

Values Based Leadership

(VBL): This lesson aids students in effectively applying leadership skills by analyzing VBL. Students discuss values-based leadership terminology, analyze the command's roles and responsibilities, and reinforce ways in which to foster a professional environment.

Manage Career Progression: Students gain an understanding of the importance of managing

the progression of subordinate Marines' careers, keeping track of career progress and promotion eligibility for both subordinate Marines and themselves, and conceptualizing a plan to successfully map subordinate Marines' career progression through alignment of personal, professional and organizational goals.

Leadership Dilemma:

Through the use of article analysis and small group discussions, students discuss and share ideas and experiences regarding leadership dilemmas and the development of subordinates, which helps to enhance decision-making abilities while staying grounded to the foundation of Marine Corps Leadership.

Preservation of Ceremonies and Drill:

This lesson provides knowledge about Marine Corps' ceremonies and drill. The lesson focuses on the traditional duties and responsibilities of the SNCO at official Marine Corps events, discusses uniforms required for traditional Marine Corps events, and how to organize and participate in a Dining In.

Combat Conditioning:

The objective of the Combat Conditioning Program is to offer physical conditioning information (that will benefit Marines) and gain awareness of the many elements that comprise the Combat Conditioning Program, in order to better understand its purpose and impact on the health, wellness and combat readiness.

Combat Stress:

This lesson provides preventive actions to reduce combat stress on Marines. Instructional components include: basic definitions of stress, stress reduction techniques, application of performance

degradation preventative measures, the building blocks to reduce combat stress, applying effective leadership and conducting a critical event debrief.

Guest Lectures: Guest lectures and small group contributions provide students an opportunity to explore various topics on Marine Corps leadership, such as Marine Corps Association, Financial Management, Uniform Board, Education, Family Readiness, TriCare and Wounded Warrior.

COURSE: WARFIGHTING AND JOINT OPERATIONS

LESSON DESCRIPTION

Warfighting: This lesson reinforces the concepts of MCDP-1, Warfighting, as they impact the Marine Corps staff sergeants. Lesson concepts focus on the nature and the theory of war, tenets of maneuver warfare – the Marine Corps’ philosophy of how we fight and win our nations’ battles, and how leaders in the Marine Corps integrate these concepts into leadership and decision making. Students gain an understanding of common terminology and apply concepts that reside within MCDP-1.

Marine Corps Planning

Process: Marine Corps Warfighting Publication (MCWP) 5-1, Marine Corps Planning Process (MCP) is the reference for this lesson. Students gain knowledge on how the MCP supports military operations, serves as a common framework to coordinate planning at many different levels, and promotes understanding among the commander, his staff and subordinate commanders

regarding the nature of a given problem and the options for solving problems.

Platoon Level Operations I:

Platoon Level Operations II:

These two lessons will examine and discuss the three topics pertaining to the development of a platoon level operations order to include, tactical fundamentals, tactical planning, the six troop leading steps, and the five paragraph order.

Irregular Warfare: This lesson will provide students with a working knowledge of irregular warfare concepts, mission, and Logical Lines of Operations (LLO). Students will learn how to apply learned information to their specific missions and areas of operation in order to achieve mission accomplishment with minimal loss of life and expenditure of resources during times of war. In addition, students will use objectives from this class to further understand how to employ all the aspects of irregular warfare in the current and future operational environments.

Intro to Unit Readiness

Planning: The Training and Readiness Program (T&R Program) is the Corps’ primary tool for planning, conducting and evaluating training and assessing training readiness. In this lesson, students will review the process for retrieving completed T&R manuals, the different components of a T&R event, and how to chain and branch different events.

Training Assessment: The key training objective of the Marine Corps is to attain and maintain a state of operational readiness. This objective is accomplished by preparing individual Marines, teams, and units to perform assigned tasks and other duties at a desired level of proficiency. In order to assure

that the desired level of proficiency is met; unit leaders at all levels need to constantly conduct training assessments to determine strengths and weaknesses of the unit. As such, this lesson will enable students to learn all that is required to effectively conduct training assessments.

Training Plans and Schedules:

Students will review examples of training plans, examine the purpose of long-, mid-, and short-range training plans, and methods for extracting information to support the commander's intent. Students will also demonstrate their abilities to construct training plans through the development of a platoon-level training schedule which supports the provided commander's intent.

Coordinate Training: Through the use of guided discussion, students will gain additional knowledge on how to coordinate the many facets of a single training event, become familiar with best practices and procedures for developing an exemplary Letter of Instruction (LOI). Students will also conduct an operational risk assessment for a single training event and comprehend how to request all the necessary resources needed to conduct a training event by completing a training support request (TSR).

Evaluate Training: In this lesson, students will learn about the methods for evaluation (formal, informal, internal, or external), assessment tools commonly used for evaluating training (testing, evaluation scoring and critique, or certification), considerations for preparing the different types of evaluators, and how to construct a performance evaluation checklist (PECL) using a training and readiness (T&R)

manual which is appropriate to the training being conducted.

COURSE: ADMINISTRATION AND COMMUNICATION

LESSON DESCRIPTION

Preliminary Inquiry: Students gain an understanding of the steps used to conduct a preliminary inquiry, make recommendations to the commanding officer, and write, format, arrange and submit a preliminary inquiry.

Prepare Military

Correspondence: Students learn to apply the standards and procedures for managing and preparing various types of correspondences. This lesson addresses the leader's responsibility to develop and improve correspondence, as well as, identify the formatting and editorial errors of other correspondences.

Write an Award

Recommendation: The purpose of this lesson is to teach the proper procedures and skills needed to write an award recommendation. Students learn how to apply policy considerations, prepare recommendations, and use writing principles to write awards.

Review Table of Organization and Equipment: This lesson provides a deeper understanding of the components of the Table of Organization and Equipment (T/O&E), and its usage as an essential tool to manage Marine Corps organizational structure, manpower requirements and authorized equipment to meet operational needs. The management of this tool has been extended to the lowest echelon through the development of the Total Force

Structure Management System (TFSMS) During this lesson, students learn the purpose of the T/O&E, the parts of the T/O&E, and how to get access to their unit's T/O&E.

Interact with the Media:

Students learn the importance and methods used when interacting with the media. The lesson also focuses on the role Marine leadership plays in keeping the American people informed and provided with timely and accurate information.

Develop a Position Paper:

This lesson teaches students how to effectively develop a position paper with all of its required components. Additionally, students learn to identify other types of staff action papers and use effective writing principles to further develop written communication skills.

Conduct a Confirmation

Brief: This lesson is designed to teach students how to professionally and effectively conduct a confirmation brief, and understand the fundamentals of oral communication and necessary steps and skills required to present a brief.

Advanced School

PROGRAM OUTCOME

Students will be able to:

Serve as ethical leaders, educated in the theories behind Marine Corps command and control, who recognize their role in influencing the command climate and supporting the commander's philosophy.

Serve as professional warfighters, educated in the fundamentals of how the Marine expeditionary force conducts operations at the tactical level, who comprehend the art and science of operational planning, and the relationship between the National Security Strategy and the National Military Strategy.

Serve as sound decision makers, educated in the challenges of leadership development within an organization, who can translate policy into action, and possess the analytical ability to recognize the essence of given problems and the creative ability to devise practical solutions.

LEARNING OUTCOME

Develop solutions that translate organizational policy into action. (Leadership and Professional Ethics)

Assess how the leadership theory outlined in MCDP-6 supports the commander's philosophy and command climate. (Leadership and Professional Ethics)

Apply the concepts outlined in MCDP 1-0 to the art and science of operational planning at the tactical level of war. (Warfighting)

Explain the relationship between the national security strategy and national military

strategy. (Joint Operations)
(Career level JLA 3 & 4)

Recommend and prepare administrative requirements to support the commander decision-making process, military justice requirements, and relevant documents. (Administration)

Prepare formal and informal communications to address dilemmas within the garrison and operational environments. (Communication)

SCHOOL DESCRIPTION

The Advanced School is an intermediate level seven-week School for Marine gunnery sergeants (E-7s). During this school, Marines continue to learn (at a more progressive level) about the various aspects of ethical leadership, professional warfighting, and sound decision making. The Advanced School focuses on theories behind Marine Corps command and control, the fundamentals of expeditionary force at the tactical level, and being educated in challenges of leadership development. In addition, this school enables Marines to gain a better understanding of translating policy into action.

NOTE: ADVANCED SCHOOL CURRICULUM IS CURRENTLY BEING DEVELOPED AND IS PROJECTED FOR

COMPLETION, FEBRUARY 2016. THE INFORMATION BELOW IDENTIFIES ONLY THE LESSON TITLES FOR THE NEW CURRICULUM

COURSE: 4100 LEADERSHIP AND PROFESSIONAL ETHICS

LESSON DESCRIPTION

Support Command Climate:
Support the Commander's Leadership Philosophy:
Marine Corps Leadership Programs and Resources:
Marine Corps Combat Conditioning Program:

COURSE: 4200 WARFIGHTING

LESSON DESCRIPTION

Warfighting Doctrine:
Marine Corps Doctrine:

COURSE: 4220 TRAINING

LESSON DESCRIPTION

Unit Readiness Planning:

COURSE: 4250 JOINT OPERATIONS

LESSON DESCRIPTION

Elements of Joint Operations:

COURSE: 4300 ADMINISTRATION

LESSON DESCRIPTION

Process Administration
Correspondence:
Recommend Corrective Action for Table of Organization & Equipment:

Supervise a Lawful Search and Seizure:
Administration of Justice:
JAG: Command
Investigation:

COURSE: 4350 COMMUNICATION

LESSON DESCRIPTION

Public Communication & Organizational Behavior:
Interact with the Media:
Conduct a Brief

COURSE: 4380 CRITICAL THINKING

LESSON DESCRIPTION

Teaching Critical Thinking Skills:
Application of Critical Thinking in Decision Making:

E8 Seminar

PROGRAM DESCRIPTION

The subject seminars are one of the top level courses in the enlisted PME system for senior SNCOs that provide an overview of USMC current trends and directions. Attendees gain a unique perspective on current issues through interaction with key personnel, as well as their peers. Seminars will include briefs on the following areas: OPERATIONS, PERSONNEL, LEADERSHIP, TRAINING, JOINT OPERATIONS, REGIONAL TRENDS, and

ONGOING INITIATIVES within our corps.

Note: The core curriculum is standardized at all seminars to ensure delivery of a uniform curriculum. The core plus curriculum is regional specific to permit personalization specific to major commands.

SEMINAR DISCUSSION TOPICS

Core

Director's In-Brief
MEF Sgt'sMaj Brief
Sergeant Major of the Marine Corps Brief (30 Min Video)
MMEA Brief –Special Duty Assignment
MMSB Brief: FitRep, Command Review, Trusted Assist
Enlisted PME Brief
Career Counseling Brief
Uniform Board
Update/Process
Social
Leadership Panel of SgtMajs, MGySgts, and Commanders
Leadership Panel of Corporals and Sergeants, What do they expect from their Senior Leaders
Admin Law/Ethics Brief
Ethics Brief/Discussion
NJP/UPB, Administrative Separations, RLS, Court Martial
IG Brief (MEF/MSC Brief)
Command Climate Brief
RELM Process/Issues (TRS/Capstone Brief)
Noncommissioned Officer Association Brief (NCOA)
8-Day Brief
Marine Corps Lessons Learned Brief
Wounded Warrior Brief

Veterans Program/opportunities/education Brief
Veterans Program/opportunities/education Brief
GTCC
Mentoring
Marine Corps Scholarship Brief
COSC/OSCAR Brief
Suicide Awareness Brief
Sexual Assault/Prevention Brief
UVA
Equal Opportunity Brief
Hazing

Regional Brief, Core Plus

Awards/IAPS Brief
Current/Future Ops Brief
Education Brief
Marine Forces Reserve Brief
Marine On-Line Brief
Other/Joint PME Schools
NCIS/CID/PMO Brief
Professional Dinner
EFMP Brief
Humanitarian Affairs Brief
Casualty Affairs (CACO) Brief
Single Marine Program Brief

1st Sergeant School

PROGRAM OUTCOME

Students will be able to:

Serve as principal advisors, who are educated in their responsibilities to advise and assist company/battery level commanders regarding the diverse obligations of command, and who recognize their responsibility to oversee, influence, and develop subordinate staff noncommissioned officers.

LEARNING OUTCOME

Need Learning Outcomes for 1st Sergeant School

SCHOOL DESCRIPTION

Need School Description for 1st Sgt

LESSON DESCRIPTION

Need lessons for 1stSgt School

Senior Enlisted Professional Military Education (SEPME) School

PROGRAM OUTCOME

Students will be able to:

Serve as ethical leaders, educated in the theories behind joint or coalition organizational leadership, who can employ a program to enhance a positive command climate in supporting the accomplishment of organizational missions.

Serve as professional warfighters, educated in the fundamentals of how MAGTFs are organized and conduct operations, who comprehend service-unique capabilities and limitations, employment, doctrine, and command structures that contribute to joint operations, and can identify the roles that factor such as society, culture and religion play in shaping,

planning and execution of joint force and MAGTF operations.

Serve as sound decision makers, educated in the challenges of leadership development within an organization, of translating policy into action, who possess the critical thinking and adaptability skills necessary to function in the contemporary operating environment while serving independently as enlisted assistants to commanders in the administrative, technical and tactical requirements of the organization.

LEARNING OUTCOME

Evaluate the senior enlisted advisor's leadership role as a member of the command team. (Leadership and Professional Ethics)

Evaluate the basis of ethical decision making as it relates to the profession of arms. (Leadership and Professional Ethics)

Examine the relationship between the Marine Corps' overarching doctrinal publications and the employment of MAGTF resources. (Warfighting)

Interpret how the Marine Corps Planning Process, used as a practical methodology for analytical military problem solving, incorporates maneuver warfare concepts to overcome friction,

disorder, and uncertainty. (Warfighting)

Discuss joint organizations, the requirements to successfully support joint activities and the requirements to supervise members of multiple services. (Joint Operations) (Senior Level JLA 1 – 6)

Defend ideas or positions both orally and in writing employing rhetorical strategies suited to audience and occasion. (Administration and Communication)

SCHOOL DESCRIPTION

The Senior Enlisted Professional Military Education (SEPME) Course is a Senior Level five-week course for E-8/E-9 Marines. During this course, Senior Enlisted Marines are educated in theories behind joint/coalition and organizational leadership.

This course also offers Marines the ability to gain further knowledge and insight about the fundamentals of how MAGTFs conduct operations, while being educated in the challenges of leadership within an organization.

Senior Enlisted Marines also learn about key concepts that involve translating policy into action.

COURSE: LEADERSHIP AND PROFESSIONAL ETHICS

LESSON DESCRIPTION

Need Lessons for SEPME

COURSE: WARFIGHTING AND JOINT OPERATIONS

LESSON DESCRIPTION

COURSE: ADMINISTRATION AND COMMUNICATION

LESSON DESCRIPTION

Sergeant Major School

PROGRAM OUTCOME

Students will be able to:

Serve as principal advisors, who are educated in organizational behavior theories, philosophies, techniques and practices required to advise and assist battalion/squadron level commanders, and who possess the competencies and ethical grounding to serve in senior leadership positions.

LEARNING OUTCOME

Analyze the responsibilities and obligations to serve as a member of the command team at the battalion/squadron level. (Leadership and Professional Ethics)

Assess leadership philosophies based on ethics, motivational theories and diversity to shape unit culture and values. (Leadership and Professional Ethics)

SCHOOL DESCRIPTION

This school places emphasis on leadership skills and responsibilities for Sergeants Major to function as the senior enlisted adviser to battalion level commanders and above. Students of the Sergeants Major School will be able to communicate effectively at all levels, monitor and evaluate the good order and discipline of the unit and advise the commander accordingly, foster a healthy command climate, understand all staff procedures, develop inter-organization relationships, and understand the role of a sergeant major at the operational level of war fighting. Major course content areas are: Warfighting, Leadership, Marine Corps Policy, and Professional Development. The curriculum consists of lecture and practical application, and students are evaluated through presentation briefs and projects.

LESSON TOPICS

Effective Command Team/Staff Relations: Obligations to the Commander:

**Bn/Sqd Level - CO/SgtMaj Panel:
Roles, Duties, & Responsibilities:
Team Building:
Developing Leadership Diversity:
Shaping Organizational Culture & Values:
Feedback & Reward:
Self Motivation:
Motivational Theories:
Organizational Motivation:
Philosophy of Leadership:
Foundations of Leadership:
Force SgtsMaj Leadership Panel:
Leader & Follower:
Ethical Leadership:
Profession of Arms:
Transformational Leadership:
Public Speaking:
Interpersonal Communication:
How Leaders Communicate:
Non-Verbal Communication:
Psychology of Communication:
Leading Strategic Conversations:
Introduction to the SgtMaj Cycle:**

Reserve Sergeants School

PROGRAM OUTCOME

Refer to Sergeants School Program Outcomes.

LEARNING OUTCOME

Refer to Sergeants School Learning Outcomes

SCHOOL DESCRIPTION

The Reserve Sergeants School is a two-week

condensed version of the resident Sergeants School. The Career Reserve School takes place during the summer month and is located at the Quantico Academy.

COURSE: LEADERSHIP AND PROFESSIONAL ETHICS

LESSON DESCRIPTION

Need Lessons for Reserve Sergeants

COURSE: WARFIGHTING AND JOINT OPERATIONS

LESSON DESCRIPTION

COURSE: ADMINISTRATION AND COMMUNICATION

LESSON DESCRIPTION

Reserve Career School

PROGRAM OUTCOME

Refer to Career School Program Outcomes.

LEARNING OUTCOME

Refer to Career School Learning Outcomes.

SCHOOL DESCRIPTION

The Reserve Career School is a two-week condensed version of the resident Career

School. The Career Reserve School takes place during the summer month and is located at the Quantico Academy.

The Reserve Advanced School takes place during the summer month and is located at the Quantico Academy.

COURSE: LEADERSHIP AND PROFESSIONAL ETHICS

COURSE: LEADERSHIP AND PROFESSIONAL ETHICS

LESSON DESCRIPTION

LESSON DESCRIPTION

Need Lessons for Reserve Career

Need Lessons for Reserve Advanced

COURSE: WARFIGHTING AND JOINT OPERATIONS

COURSE: WARFIGHTING AND JOINT OPERATIONS

LESSON DESCRIPTION

LESSON DESCRIPTION

COURSE: ADMINISTRATION AND COMMUNICATION

COURSE: ADMINISTRATION AND COMMUNICATION

LESSON DESCRIPTION

LESSON DESCRIPTION

Reserve Advanced School

PROGRAM OUTCOME

Refer to Advanced School Program Outcomes.

LEARNING OUTCOME

Refer to Advanced School Learning Outcomes.

SCHOOL DESCRIPTION

The Reserve Advanced School is a two-week condensed version of the resident Advanced School.

College of Distance Education and Training (CDET)

Lance Corporal Leadership and Professional Ethics Seminar

SEMINAR PROGRAM OUTCOME

Check to see if same as RES.

Develop lance corporals to serve as ethical leaders, educated in the philosophies and doctrinal publications that provide the basis for Marine Corps organizational values and ethics, foundations of leadership, personal conduct, and total fitness to sustain the transformation throughout the Marine Corps.

SEMINAR LEARNING OUTCOME

Check to see if same as RES

Discuss the leadership concepts illustrated in *MCWP 6-11 Leading Marines*, *MCRP 6-11D, Sustaining the Transformation*, and *MCRP 6-11B with Chapter 1 Marine Corps Values: A User's Guide for Discussion Leaders* and other Marine Corps doctrine that focus on the personal and professional development of the individual Marine.

SEMINAR DESCRIPTION

The Lance Corporal Leadership and Professional Ethics Seminar is a Professional Military Education (PME) program designed to bridge the gap between initial training and initial attendance to resident PME. The seminar provides students with a resident-like experience, in which students and their peers explore a wide range of leadership concepts led by NCOs in the unit. The topics discussed throughout the seminar are founded on Marine Corps leadership doctrine using themes and ideas from resources such as *Leading Marines* and *Sustaining the Transformation*.

LESSON DESCRIPTION

Check to see if same as RES

Challenges: Using *MCWP 6-11, Leading Marines*, chapter 3, students will learn about overcoming physical and moral challenges through adaptability, innovation, decentralization, and will.

Command Structure: This discussion lesson requires the commanding officer and sergeant major to collaboratively prepare and present a lecture that communicates the unit mission in support of Marine Corps core competencies.

Counseling, Coaching and Mentoring: This discussion lesson introduces the roles of counseling, coaching and mentoring as it pertains to Marine Corps leader development.

Customs, Courtesies and Traditions: Students will

discuss the importance of Customs, Courtesies and Traditions, and develop a clearer understanding of their duty to continue these practices, in an effort to maintain good order and discipline.

Ethical Leadership: *Students will discuss ethics and the relationship between laws, actions and ethical behavior as they relate to ethical leadership. An understanding of these relationships will play a pivotal role in Marines making better decisions when faced with challenges.*

Foundations: *Using chapter 2 of Leading Marines, students will discuss the foundations and elements of leadership that involve understanding relationships between leaders and Marines, physical and moral courage, discipline, setting the example and taking charge.*

Fundamentals of Marine Corps Leadership: *This discussion lesson analyzes the fundamentals influencing today's Marines to become great leaders, while exploring Marine Corps leadership qualities, traits and principles.*

Individual Core Values: *Students will explore individual values, attitudes and behaviors, the interrelationship of these attributes and their relationship to the Marine Corps' institutional core values.*

Leader Follower: *This discussion lesson will allow students to enhance their roles as leaders and guide their interactions with the Marines around them. Students will gain an understanding of senior-subordinate relationships, how to develop good followership and explore the three types of leadership techniques.*

Marine Corps Core Values: *This period of learning*

examines the Marine Corps core values and generates discussions to explore the application of the Marine Corps' institutional values by individual Marines.

Marine Total Fitness: *Students will gain an overall awareness of the Marine Total Fitness Concept and engage in discussions that focus on life choices, personal, family and financial readiness and behavioral health programs.*

Our Ethos: *This discussion lesson provides students with a deeper understanding of what Marine Corps ethos means and how it has shaped Marines since the beginning of the Corps. Discussions cover important historical events that contribute to the Corps' identity and the transformation from a recruit on the yellow footprints to the youngest Marine at the birthday ball.*

Societal Concerns: *Students will explore and discuss societal issues that hinder force preservation, and apply the leadership concepts and resources learned during the seminar.*

Corporals School

PROGRAM OUTCOME

Check to see if same as RES

Students will be able to:

Serve as ethical leaders, educated in the foundations of Marine Corps leadership and the Marine Corps ethos who comprehend the difference between ethical decision making based on organizational values and situational ethics.

Serve as professional warfighters, educated in the nature of war, organizational roles and responsibilities, who comprehend the basic structure of the U.S. defense department.

Serve as sound decision makers, educated in diverse decision making processes which promote and support organizational values and leadership philosophies within the profession of arms.

LEARNING OUTCOME

Check to see if same as RES

Discuss MCWP 6-11 concepts focusing on the development of character leadership and professional ethics. (Leadership and Professional Ethics)

Discuss the demands and the moral, mental, and physical characteristics of the "Nature of War." (Warfighting)

Describe the Marine Corps Organizational structure and its roles and responsibilities within the Department of Defense. (Joint Operations) (Basic level JLA 1)

Demonstrate the fundamentals of communication in a personal and professional environment. (Administration and Communication Studies)

SCHOOL DESCRIPTION

Check to see if same as RES

The Corporals School is a primary level school for Marine Corporals (E-4s). The

school is typically three weeks in duration and is a command sponsored school or distance education school, conducted at various military installations throughout the United States and abroad. The overall premise of this school is to teach junior Marines to serve as ethical leaders, professional warfighters, and sound decision makers, while being educated in the foundations of Marine Corps leadership, the nature of war, and decision making processes which support organizational values.

COURSE: LEADERSHIP AND PROFESSIONAL ETHICS

LESSON DESCRIPTION

Check to see if same as RES

Leadership Time: *Time set aside for leaders to interact and provide personal and professional development for their Marines.*

Foundation of Marine Corps Leadership: *Using MCWP 6-11 as a reference, this lesson will cover an array of topics that focus on leadership principles based on the foundation of Marine Corps Leadership, Marine Corps Ethos, understanding the mindset of the NCO, decision making process, and leader challenges.*

Keepers of Tradition: *This lesson will focus on understanding the Noncommissioned officer's role as it pertains to Marine Corps traditions, such as, drill and ceremonies, coaching, counseling, and mentoring. Students will also gain knowledge in the area of various*

Marine Corps programs including Combat Stress Control (COSC) and Operations Risk Management (ORM).

Career Progression: Students will continue with the study of mentoring and counseling, and learn how to communicate aspects of career progression and the MOS Roadmap to subordinate Marines.

Combating Operational Stress Control: Through the use of lecture and guided discussion, students will gain an understanding of how to educate subordinate Marines in the areas of combat and operational stress and the Marine Corps' Operational Stress Control and Readiness (OSCAR) programs.

Philosophy of Combat Conditioning: Using MCWP6-11 as a reference, students will obtain knowledge on the function of the Combat Conditioning program and actively participate in combat conditioning exercises.

COURSE: WARFIGHTING AND JOINT OPERATIONS

LESSON DESCRIPTION

Check to see if same as RES

Intro to Warfighting: Using the guided discussion methodology, students will discuss warfighting and the nature of warfighting concepts.

Irregular Warfare: Students will learn about the history of irregular warfare and how this topic pertains to small unit leaders, the nature of war and irregular warfare missions.

Land Navigation: Students will use knowledge to execute land navigation skills associated with using a compass, map, plotting

points on a map and other land navigation activities.

Tactical Communications: Students will gain an understanding of conducting tactical communications and become familiar with characteristics, capabilities, common usages, procedures and other aspects of tactical radios.

Operations I, II, and III: Using tactical scenarios, students will explore concepts related to offensive and defensive fundamentals of warfighting. Some areas of study will include: conducting a security patrol, organizing a rifle and squad team, executing six components of troop leading steps, understanding the fundamentals of cover, camouflage, and concealment, the purpose of a combat order and fire team, composing a sketch plan, and other objectives related to operations.

Intro to Marine Corps Organization and the MAGTF: This lesson will enable students the opportunity to discuss and comprehend the Marine Corps' organization, structure, and elements of the Marine Air Ground Task Force (MAGTF).

Joint Operations: Students will be provided with a brief introduction of enlisted members' respective services and gain overall knowledge of the basic U.S. defense structure, roles and functions of other services.

COURSE: ADMINISTRATION AND COMMUNICATION

LESSON DESCRIPTION

Check to see if same as RES

Proficiency and Conduct

Marks: Using a discussion-based approach, students will gain an understanding of the promotion system process from private to sergeant, with a focus on proficiency and conduct marks.

The Promotion System: Students will continue the study of the promotion system process by learning about different types of promotions and components of a composite score worksheet.

Introduction to Professional Communications: Students will learn about the fundamentals of oral and written communication by using proper format, grammar, and style, preparing a written outline and delivering a presentation.

Interact with Social Media: Students gain awareness about the impacts of social media interactions on Marines.

Sergeants School

PROGRAM OUTCOME

Check to see if same as RES

Students will be able to:

Serve as ethical leaders, educated in the philosophies of Marine Corps leadership, the doctrinal publications which establish the basis for organizational values and ethics, who recognize how personal actions influence processes and stimulate change in the behavior and attitudes of subordinates.

Serve as professional warfighters, educated in the nature and theory of war, who comprehend the warfighting functions and

their impact on operations, and can articulate the roles and functions of other services as they are organized within the Combatant Command structure.

Serve as sound decision makers, educated in diverse decision making processes which promote and support organizational values and leadership philosophies within the profession of arms, who possess the communication skills necessary to guide subordinates in personal and professional development.

LEARNING OUTCOME

Check to see if same as RES

Explain the leadership concepts illustrated in MCWP 6-11 focusing on the personal and professional development of subordinates. (Leadership and Professional Ethics)

Explain the nature and theory of war concepts, their relationship to the Marine Corps warfighting functions, and their impact on operations. (Warfighting)

Discuss the organization of the combatant command structure focusing on the Marine Corps' role within it. (Joint Operations) (Basic level JLA 1, 2 &3)

Apply the concepts necessary to engage in personal and professional communication. (Communication Studies)

Apply cultural and regional consideration to a tactical

scenario in an assigned region. (Regional, Culture and Language Studies)

SCHOOL DESCRIPTION

Check to see if same as RES

The Sergeants School is a primary level school for Marine Sergeants (E-5s). The school is four weeks in duration and provides students with the knowledge and skills to recognize how personal actions influence processes, in order to comprehend warfighting functions and their impact on operations, and to use communication skills to effectively relay schools of action. The overall premise of this School is to enable Marines to serve as ethical leaders, professional warfighters, critical thinkers, and sound decision makers.

COURSE: LEADERSHIP AND PROFESSIONAL ETHICS

LESSON DESCRIPTION

Check to see if same as RES

Leadership Time: Supports the overall Leadership curriculum. Ten hours of non-lesson specific directors' time dedicated to addressing current topics related to EPME curriculum or Marine Corps leadership issues. **Foundations of Marine Corps Leadership:** First lesson in the Sergeants Leadership and Professional Ethics curriculum, used to discuss the responsibilities of the Marine sergeant and their role as decision makers in small unit leadership. Students discuss and

share ideas in the development of subordinates and enhance their decision-making abilities, while staying grounded to the foundation of Marine Corps leadership.

Keepers of Tradition: Delivers further knowledge and insight into the preservation of traditional discipline, customs and courtesies, and the heritage of the Corps in order to ensure that the same high standard of discipline and esprit de corps is preserved, strengthened, and passed on to future Marines.

Career Progression: Provides leaders with the knowledge and tools to effectively communicate expectations (pertaining to personal and professional development) to their subordinates and guide them appropriately through career progression.

Leadership Programs and Resources: Enables leaders to become familiar with Marine Corps resources and tools that promote the safety and well-being of their junior Marines and their families.

Leading Combat

Conditioning: Promotes awareness of available resources, techniques and procedures used for personal fitness, and gives guidance to leaders regarding the development of their Marines' physical fitness, in order to meet combat readiness standards.

COURSE: WARFIGHTING AND JOINT OPERATIONS

LESSON DESCRIPTION

Check to see if same as RES

Warfighting: Uses a series of student-engaged activities that introduce and reinforce warfighting concepts contained within MCDP 1 Warfighting,

Chapter 1 “The Nature of War” and Chapter 2 “The Theory of War.” Activities are designed to serve as a framework in which students participate in a discussion on warfighting concepts and the impact on their roles as noncommissioned officers.

Warfighting Functions: An informal lecture and discussion about the six warfighting functions, in which students are required to discuss their involvement and experiences regarding each of the functions.

Troop Leading Steps: An informal lecture and Socratic discussion regarding the six troop leading steps and the five paragraph order. Students are required to discuss their experiences with each of the six steps of BAMCIS (Begin the planning, Arrange for reconnaissance, Make reconnaissance and coordination, Make reconnaissance, Complete the plan, Issue the order and Supervise). This lesson reinforces the warfighting troop leading steps contained within MCDP 1, Warfighting.

Joint Operations: An informal lecture and Socratic discussion regarding federal laws that comprise the present DoD organizational structure. This lesson provides insight into how information and decisions flow through the two major chains of command, specifically the operational chain of command from the President to the combatant commanders and the administrative chain of command from the Secretary of Defense to the service chiefs. This lesson also reinforces joint force concepts by discussing the roles and responsibilities of the individual military services and

how these military services need to work together and complement each other in order to provide force projection across the globe.

COURSE: ADMINISTRATION AND COMMUNICATION

LESSON DESCRIPTION

Check to see if same as RES
Interpersonal

Communication: A foundational lesson that helps students to better understand the communication they have with others and the way people communicate. This lesson also provides insight on verbal and nonverbal behaviors, and barriers to communication.

Delivering an Oral Presentation: Provides guidelines for delivering an oral presentation. Students learn how to analyze the need for a presentation, organize presentation content, rehearse and deliver a presentation.

Write an Analytical Essay: Focuses on critical thinking and analytical writing skills; students write about various topics discussed throughout the course, through clear expression of their thoughts.

Interact with the Media: Students gain an understanding of how to effectively work with the media and ensure that their junior Marines are aware of how their actions may be reported in the press, viewed in social media context, and could potentially impact the opinions of the American public.

Administrative Responsibilities of the NCO: Defines the purpose of applying concepts necessary to engage in personal and professional communications as Noncommissioned Officers

to support career progression and maintain good order and discipline. This lesson also provides guidance for sergeants to use when applying the administrative procedures that support the leader’s role in the development of subordinates.

Performance Evaluation System: Assists students with understanding Performance Evaluation System (PES) as it pertains to an individual’s performance and character throughout his or her career in the Marine Corps; knowledge gained is used to help junior Marines with understanding the evaluation system and its impact on career progression, future billet assignments, resident school attendance, retention and promotion.

Career School

PROGRAM OUTCOME

Check to see if same as RES

Students will be able to:

Serve as ethical leaders, educated in the obstacles that affect Marine cohesion and compliance with organizational values and ethics who recognize the responsibility of their grade to mentor junior enlisted as well as junior officers.

Serve as professional warfighters, educated in the Marine Corps warfighting doctrine with an emphasis on preparing for and the conduct of war, who are introduced to operational planning, and possess knowledge on national military capabilities

and the foundations of joint operations.

Serve as sound decision makers, educated in diverse decision making processes used to formulate and solve open-ended problems in complex environments in support of the commander's intent and organizational values.

LEARNING OUTCOME

Check to see if same as RES

Explain the SNCO responsibilities in supporting the commander's intent and promoting organizational values. (Leadership and Professional Ethics)

Analyze leadership responsibilities as illustrated in MCRP 6-11D relating to the development of subordinate leaders and junior officers. (Leadership and Professional Ethics)

Apply Marine Corps warfighting concepts to the planning of military operation. (Warfighting)

Discuss national military capabilities, organization, and foundations of joint operations. (Joint Operations) (Career level JLA 1, 2 & 3)

Demonstrate the ability to influence the commander decision-making process and support the Marine Corps' Public Affairs guidance through clear and logical communications. (Administration Studies)

Analyze administrative processes and documents to

maintain good order and discipline, develop subordinates, and support the commander. (Communication Studies)

Apply cultural considerations to support the planning process for a scenario in an assigned region. (Regional, Culture and Language Studies)

SCHOOL DESCRIPTION

Check to see if same as RES

The Career School is an intermediate level seven-week school for Marine staff sergeants (E-6s). The premise of this school is three-fold: to enable Marines to serve as ethical leaders, professional warfighters, and sound decision makers. The Career School also educates students in obstacles that affect Marine cohesion and compliance with organizational values, Marine Corps warfighting doctrine, and diverse decision making processes.

COURSE: LEADERSHIP AND PROFESSIONAL ETHICS

LESSON DESCRIPTION

Check to see if same as RES

Directors Time:

BCP and MAP Programs:

Mentoring:

Values Based Leadership (VBL):

Manage Career Progression:

Leadership Dilemma:

Preservation of Ceremonies

and Drill:

Combat Conditioning:

Combat Stress:
Guest Lectures:

COURSE: WARFIGHTING AND JOINT OPERATIONS

LESSON DESCRIPTION

Check to see if same as RES

Warfighting:

Marine Corps Planning Process:

Platoon Level Operations I:

Platoon Level Operations II:

Irregular Warfare:

Intro to Unit Readiness

Planning:

Training Assessment:

Training Plans and Schedules:

Coordinate Training:

Evaluate Training:

COURSE: ADMINISTRATION AND COMMUNICATION

LESSON DESCRIPTION

Check to see if same as RES

Preliminary Inquiry:

Prepare Military

Correspondence:

Write an Award

Recommendation:

Review Table of Organization and Equipment:

Interact with the Media:

Develop a Position Paper:

Conduct a Confirmation

Brief:

Advanced School

PROGRAM OUTCOME

Check to see if same as RES

Students will be able to:

Serve as ethical leaders, educated in the theories behind Marine Corps command and control, who

recognize their role in influencing the command climate and supporting the commander's philosophy.

Serve as professional warfighters, educated in the fundamentals of how the Marine expeditionary force conducts operations at the tactical level, who comprehend the art and science of operational planning, and the relationship between the National Security Strategy and the National Military Strategy.

Serve as sound decision makers, educated in the challenges of leadership development within an organization, who can translate policy into action, and possess the analytical ability to recognize the essence of given problems and the creative ability to devise practical solutions.

LEARNING OUTCOME

Check to see if same as RES

Develop solutions that translate organizational policy into action. (Leadership and Professional Ethics)

Assess how the leadership theory outlined in MCDP-6 supports the commander's philosophy and command climate. (Leadership and Professional Ethics)

Apply the concepts outlined in MCDP 1-0 to the art and science of operational planning at the tactical level of war. (Warfighting)

Explain the relationship between the national security strategy and national military strategy. (Joint Operations) (Career level JLA 3 & 4)

Recommend and prepare administrative requirements to support the commander decision-making process, military justice requirements, and relevant documents. (Administration)

Prepare formal and informal communications to address dilemmas within the garrison and operational environments. (Communication)

SCHOOL DESCRIPTION

Check to see if same as RES
 The Advanced School is an intermediate level seven-week School for Marine gunnery sergeants (E-7s). During this School, Marines continue to learn (at a more progressive level) about the various aspects of ethical leadership, professional warfighting, and sound decision making. The Advanced School focuses on theories behind Marine Corps command and control, the fundamentals of expeditionary force at the tactical level, and being educated in challenges of leadership development. In addition, this School enables Marines to gain a better understanding of translating policy into action.

NOTE: ADVANCED SCHOOL CURRICULUM IS CURRENTLY BEING DEVELOPED AND IS

PROJECTED FOR COMPLETION, FEBRUARY 2016. THE INFORMATION BELOW IDENTIFIES ONLY THE LESSON TITLES FOR THE NEW CURRICULUM

COURSE: 4100 LEADERSHIP AND PROFESSIONAL ETHICS

LESSON DESCRIPTION
 Check to see if same as RES

Influence Command Climate:
 Support the Commander's Leadership Philosophy:
 Leadership Panels:
 Leadership Dilemmas:
 Professional Dinner:
 Roles and Responsibilities of a Command Reviewer:

COURSE: 4150 PROGRAMS AND RESOURCES

LESSON DESCRIPTION
 Check to see if same as RES

BCP/MAP:
 Professional Reading Program:
 Supporting Leadership Programs and Resources:
 Manage a Combat Conditioning Program:
 Check to see if same as RES

COURSE: 4200 WARFIGHTING

LESSON DESCRIPTION
 Warfighting Doctrine:
 Marine Corps Doctrine:
 Check to see if same as RES
COURSE: 4220 TRAINING

LESSON DESCRIPTION

Unit Readiness Planning:
Check to see if same as RES
**COURSE: 4250 JOINT
OPERATIONS**

LESSON DESCRIPTION

Elements of Joint Operations:
Check to see if same as RES
**COURSE: 4300
ADMINISTRATION**

LESSON DESCRIPTION

Process Administration
Correspondence:
Recommend Corrective
Action for Table of
Organization & Equipment:
Supervise a Lawful Search
and Seizure:
Administration of Justice:
JAG: Command
Investigation:
Check to see if same as RES
**COURSE: 4350
COMMUNICATION**

LESSON DESCRIPTION

Public Communication &
Organizational Behavior:
Interact with the Media:
Conduct a Brief
Check to see if same as RES
**COURSE: 4380
CRITICAL THINKING**

LESSON DESCRIPTION

Teaching Critical Thinking
Skills:
Application of Critical
Thinking in Decision
Making:

DRAFT