Squad Leader Handbook

2017-2018

Squad Leaders: The Backbone of the Brigade
# Table of Contents

Commandant’s Intent.................................................................................................................. 2  
Brigade Commander’s Intent ....................................................................................................... 3  
A Word from the Brigade Honor Advisor ...................................................................................... 4  
The Role of a Squad Leader ........................................................................................................ 5  
Advice from Squad Leaders ........................................................................................................ 7  
Resources to Address Challenges Within the Squad ..................................................................... 10  
How to Plan a Squad Event ........................................................................................................ 12  
Squad Activities .......................................................................................................................... 15  
References .................................................................................................................................. 20  
  
  Weekely Update Sheet .................................................................................................................. 21  
  Individual Development Plan ....................................................................................................... 22  
  Midshipman Counseling Form (Form 1) ...................................................................................... 23  
  Responding to a Disclosure of Sexual Assault .......................................................................... 24  
Notes ........................................................................................................................................... 25
Commandant’s Intent
My intent supports the Superintendent’s Strategic Plan 2020 Vision of graduating leaders to “serve and lead in an increasingly interdependent and volatile world.” As we continue to pursue excellence in all we do, I highlight three core principles: Leadership, Character and Accountability.

LEADERSHIP
“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.” - John Quincy Adams

Your four-year journey as a midshipman is designed to prepare you to lead Sailors and Marines in Peace and to lead, fight and win in War. Take advantage of every leadership opportunity in Bancroft Hall, in the classroom and on the athletic fields. Be observant of leadership, good and bad. Learn from those examples and reflect on how you want to lead and be led.

An often-overlooked component of great leadership is humility. It is possible to be both bold and humble. A leader’s mindset should be “I am here for them,” and “I can only be successful if they are successful.” Provide your subordinates opportunities to grow their own leadership capabilities.

CHARACTER
“The force of character is cumulative.” - Ralph Waldo Emerson

Character underlies the Navy’s Core Values of Honor, Courage and Commitment. As a commissioned officer, you must possess the ethical underpinning and moral courage to always choose the hard or unpopular right over the easy wrong. Character is the defining element of success for a leader in combat. Strive to strengthen your character foundation as a midshipman - habituate choosing the hard right.

The development and maintenance of character does not end upon graduation and commissioning. Rather, it is a lifelong process that must be carefully guarded. Ultimately, your character is not defined by your self-image, but rather by your choices and your actions.

ACCOUNTABILITY
"On the sea there is a tradition older even than the traditions of the country itself and wiser in its age than this new custom. It is the tradition that with responsibility goes authority and with them both goes accountability… for men will not long trust leaders who feel themselves beyond accountability for what they do.” – Wall Street Journal editorial following collision of Wasp and Hobson (1952)

Accountability is a foundation of the trust formed between those who lead and those who are led. Accountability means taking ownership for failures and sharing credit for successes. While authority can be delegated, accountability can only be held, and every leader should willingly embrace it. In your life as a midshipman, and your future life as an officer, hold yourself accountable and hold your peers and subordinates accountable for their actions. They will expect and deserve nothing less.

The goal of this intent and the focus on these principles are to ensure the Naval Academy continues to produce leaders of character for our Navy and Marine Corps. Be that leader!

R. B. CHADWICK
**Brigade Commander’s Intent**

Squad Leaders,

Congratulations on your new leadership roles! You are most certainly the heartbeat of your companies and the foundation of the Brigade. Through the team you build, the underclassmen will realize their potential as future naval officers and develop as leaders to serve the nation.

In order to ensure the development of all Midshipmen, we will adopt the mentality of “Every One of Us is All We Need,” where no Midshipmen commissions unprepared to lead Sailors and Marines into harm's way. The most effective way for Midshipmen to develop within the Brigade is through small unit leadership, and you are at the center of it all.

Every Midshipman will establish their “Sphere of Influence” in accordance with the Chain of Command to ensure that no Midshipman gets left behind in our pursuit of development. By recognizing your “Sphere of Influence” and the spheres of your squad members, each Midshipman will have the opportunity to create the impact they want to have on each other, our institution, and their future Sailors and Marines.

**Way Ahead:**

1. Establish your “Sphere of Influence” through the billet you hold
   1/C Ex. Platoon Commanders → your three squad leaders
   Battalion Executive Officer → the members of Battalion Staff
   2/C Ex. Training Sergeant → training corporals
   Fire Team Leader → your fire team
   3/C Ex. Youngster Mentor → your plebe
   4/C Ex. Plebe → your classmates in your squad

2. OWN your sphere
   - Hold your sphere accountable to the things we own: our Honor Concept, MIDREGS
   - Mentor the members within your sphere and seek mentorship opportunities from around the yard

3. Get comfortable with correction and complete honesty
   - Create an environment within your sphere where it’s easy to do the right thing
   - Uphold the standards you set for your sphere and expect maximum effort in their pursuit of development

As every one of us is ascending towards commissioning, we need to recognize our responsibility to bring others along with us. For the watches we’ll be standing, the Sailors and Marines we’ll be leading, and the country we’re serving, let’s own our opportunity to commission and build ourselves for others.

Very respectfully,

//s//

Anna Paz
MIDN USN
Brigade Commander
A Word from the Brigade Honor Advisor

Lead with Honor

Who is the best leader you know? Maybe it is a parent, or a mentor, or a professor. Or maybe it is a classmate. In our lives, we each have come across certain people who stand out. They are gracious, compassionate, and humble. They can make you laugh and brighten your day. They never disparage anyone else. In an instant, they will drop everything to help you. They are calm, dependable, and committed. When under pressure, they don’t waver. They possess steadfast integrity, always consistent in their words and actions. They are like rocks in a storm. Not by self-promotion, but through strength of character they have earned your respect and trust.

As a squad leader, you have the opportunity to be the leader you want to be. You also have the position in the Brigade with the greatest ability to directly influence midshipmen. The individual relationships with each member of your squad are yours to craft. You will earn the trust of your squad if you show them that you care, if you go out of your way to help them, and if you work to bring out the best in them. Do everything you can to serve them. In addition to your relationships, you will influence your squad by the standard you set. They will always be looking to you, so set the tone with your example. You determine what behavior is acceptable in the Brigade. Be principled and fair, and accept nothing less than excellence from your squad.

The Honor Concept exists to develop us to be leaders of character. In the Fleet, we will have to make momentous decisions under ambiguous circumstances with limited information, options, and time. No one is going to be holding our hand. In these circumstances, your moral compass will help guide you, but it is your character — ingrained through habituation — that will enable you to make the right choice, even when it is the difficult one. You can foster moral development in your squad by discussing XYZ and ABC cases, having your squad go to an Honor Board, and supporting honorable behavior.

The Brigade of Midshipmen — from plebe to Brigade Commander — owns the Honor Concept. This requires a daily commitment to doing the right thing. As a leader, you must model honorable behavior and set the standard for your squad. Remember, there has never been an honor offense that was inevitable. Be proud to live with integrity!

Very respectfully,

//s//
Nathan R. Bermel
MIDN USN
Brigade Honor Advisor
The Role of a Squad Leader

According to COMDTMIDNINST 1601.12D, the role of the squad leader is defined as follows:

a. Basic function. The Squad Leader is assigned by the Company Commander to exercise authority and control over a squad. The Squad Leader position will primarily be filled by First Class Midshipmen. Second Class Midshipmen may only be assigned as Squad Leaders when all other First Class Midshipmen in the company have been assigned a leadership role.

b. Specific duties and responsibilities

   (1) Responsible, under the Platoon Commander, for duties assigned to the squad, for the conduct, academics, and personal issues of subordinates, and for following the regulations and orders of the Company Commander and other superiors.

   (2) Keeps informed of the capabilities and needs of each subordinate.

   (3) Through frequent inspections, ensures squad members maintain high standards of uniform appearance and room cleanliness.

   (4) Supervises squad training, particularly in the area of Plebe indoctrination.

   (5) Knows and understands Waypoints goals for each member of the squad. Ensures all midshipmen are working towards these goals.

   (6) Reports to the Company Executive Officer, via the Platoon Commander, infractions of regulations, orders, and instructions that warrant disciplinary action.

   (7) Makes recommendations on special requests from subordinates.

   (8) Maintains a Squad Leader's Notebook, identifying and documenting the performance of each squad member. Uses the Notebook to guide him/her in performance of Squad Leader duties.

   (9) Drafts Company Officer Aptitude for Commission Evaluations on each squad member at the end of the semester.

   (10) Keeps the chain of command informed of any personal problems requiring special attention.

   (11) Ensures the proper conduct of the squad at all formations and in King Hall.

   (12) Maintains knowledge of the duty status of each midshipman in the squad.
So, what does a good squad leader do?

- **Know your people**
  - Discover what motivates them and what their strengths/weaknesses are
  - Figure out their goals for the semester, then facilitate success
  - Keep track of their progress on these goals on a regular basis – *see References for a sample Counseling Form and Individual Development Plan*
    - **Counseling Form** – does not have to be used in its entirety, but could simply be used as a guideline to help stay updated on squad members each week
    - **Individual Development Plan** – work to set goals with your squad members; provide these sheets for your squad and encourage them to hang them up in a visible place so they don’t forget what they’re working for
  - Monitor their Midshipmen Qualification Standard progress
  - Stay updated on what is going on in their lives
- **Show them you care**
  - Get to know what is going on in their lives
  - Attend their sporting events, concerts, or plays, etc.
  - Help them find the resources they need - *see Resources page*
- **Build squad unity**
  - Organize a squad inning or outing
  - Utilize time at formations and meals to build strong relationships
  - Lean on your fire team leaders and youngster mentors to communicate
- **Cultivate trust and respect**
  - Treat your subordinates and peers with respect
  - Realize that you can directly impact the culture of your squad
  - Give other members in the squad opportunities to lead squad table discussions, plan outings, etc.
- **Lead by example**
  - Be the kind of squad leader you would want to have
  - Maintain high uniform standards
  - Uphold the moral, mental, and physical missions of the Naval Academy
- **Strive for excellence**
  - Recognize that you will not always be pleased with the performance of the members of your squad, so you must work with them to create a plan for success
Advice from Squad Leaders

Each of the following Squad Leaders took a very different approach to working with their squad. However, each one was successful. Read each one, gather ideas, and refer back to these as often as necessary. Leadership is not an outfit to be taken off and put back on. Rather, it is a part of who we are as individuals. Be authentic.

Squad Leader #1

Here is what I have done with my squad:

1. In our company we have a squad draft where we pick who we want in our squad (except the plebes who get randomly assigned). I purposefully chose a very diverse group intellectually, athletically, and motivationally. That way they all have something unique to offer our group.

2. I wrote down my ideas for squad outings, innings, and tables and expectations.

3. I counseled them each for about 45 minutes about their own background and also about what I wanted for the squad and what they wanted from the squad. I told each one of them about all my ideas and I tailored each meeting according to their class. I talked about their individual role as a plebe/youngster/second class/firstie. I tried to get each person to come up with a goal unique to their strengths and weaknesses. The counseling takes a long time but it probably made the most difference. The fact that I had already prepared lots of notes about what I wanted for the squad impressed many of them and told them that I cared and that I actually wanted to be their squad leader. In all I showed that I cared and that we were going to be a unit.

4. I assigned each person in my squad a mentor from the class above them and a mentee from the class below them. They each are aware of their mentee and mentor.

5. I gave each class a role within the squad. Plebes have plenty to do already so they don’t have a "job" per say except I encouraged them to keep a journal so they can remember how they felt as plebes when it comes time for them to lead. 3/C midshipmen are to be professional big brother/sisters to their mentee, I encouraged them to analyze the 2nd classes’ "leadership methods" as well as my own and start forming ideas of how they want to lead. When I can't be present at formation, I have one of the 3/C step in. They are often the forgotten ones so I try to engage them. 3/C also help me come up with details regarding innings and outings. The 2/C are in charge of enforcing the rules with the plebes (and if they falter then I step in), and they are in charge of coming up with themes at tables for the plebes (for example: Joke Friday). The 1/C are to lead by example and encouraged to show their individual personality and leadership strategies. This way the 4/C, 3/C, and 2/C can learn from our mistakes and successes and evaluate who they want to be. They are also to assist me, back me up, and keep me accountable.

6. I asked every squad member for squad inning and outing ideas. This is not just my squad, but their squad as well.
7. I try my best to follow up with them if they have something significant going on in their lives. Tryouts, struggles, etc.

8. I have a binder with all of their academic information and also a notebook that contains more particular squad stuff. A squad is both a professional unit and a personal unit and it is important to keep track of both parts.

9. I try to recognize, reward, and encourage hard work. I give out Positive Form 1s (which go in their record) to those who do great things.

Here are some of my ideas (I include our Platoon Commander in most of these activities):

- **Innings**
  - Soccer World Cup Game or a Volleyball Game
  - Pizza and movie night
  - Milk Shake and Movie Night: make it a competition of who can make the best milkshake with only king hall ingredients
  - Rock Climbing, Pizza, and Music in Halsey. This challenges the entire unit and incorporates elements of trust and competition
  - Summer training presentations: Each 3/C, 2/C, and 1/C present their favorite summer training. This exposes everyone to different training opportunities and allows us to share one another’s experiences. If you have an Exchange Student, ask them to share about his or her Academy.

- **Outings**
  - Camping in Shenandoah: Created an in depth PPT for a planned trip to camp in Shenandoah for 2 nights and hike a 12-15 mile section of the Appalachian Trail. Present this to CC/CO/SEL for approval.
  - Movies and dinner at the mall
  - Ice Skating at Quiet Waters Park
  - Sandy Point State Park cookout, volleyball, and kite flying
  - Laser Tag
  - Renaissance Festival
  - Bowling
  - DC Monument run

- **Other Ideas**
  - I invited Brigade Staff to our table. They explained their role to the squad and what influence they have over the Brigade. Often we recognize these positions, but no one really knows what they do.
  - Take squad pictures at every event we do. Promotes Unity.
  - Celebrate Birthdays
  - Mentors: As I said before each person is a mentor and a mentee.
  - Have members of the squad bring a guest one day each week. Whether it’s another mid, a professor, or a civilian, it will facilitate conversation and allow the squad to learn and grow together.
  - Set up a fantasy football, baseball, or march madness competition in the squad for some friendly competition.
**Squad Leader #2**

1. Create a squad vision. What are your expectations for each class within the squad? Come up with a few and explain them to each respective class. What is the end state you have in mind for the squad – at the end of the semester, what do you want to have accomplished as a squad?

2. Assign specific activities to each meal or have “theme days”. A regular schedule of what will be done at meals (of which the squad approves) will increase the efficiency of the squad as a unit. Should the morning meal rolling trays continue, your squad will only meet 7 times a week for a meal; how do you want to maximize that time with your squad? Ideas for days include:
   - Mondays = 2/C discussion
   - Tuesdays = Youngster discussion (relaxation element)
   - Wednesdays = Plebe presentation on an admirable leader
   - Thursdays = “Theme Thursdays” a.k.a. the squad agrees on a theme and “dresses up” to fit the theme and discuss key figures from that time period.
   - Fridays = Fun facts, bizarre trivia, etc.

3. Introduce table manners/etiquette. You never know when you’ll host a distinguished guest at a noon meal. Also, as officers-in-training, we know that it is better to establish and practice these good habits now than forget them in front of a high-ranking officer.

4. Plan squad innings and outings *early* in the semester.
   - Innings are instrumental in promoting unity and cohesion and developing camaraderie between squad members. A minimum of 3 innings per semester is a decent number to shoot for.
   - Plan these early before your squad members fill up their weekends for the rest of the semester.

5. Positive Form-1s. Not everyone gets a Blue and Gold nomination. So it helps to know what your people are up to and reward their hard work in any way possible. Clearly it must be done sparingly and with your discretion since not everything merits a Positive Form 1, but one here or there doesn’t hurt and reassures your squad that their efforts have not gone unnoticed. See *References for example of Counseling Form.*
Resources to Address Challenges Within the Squad

If you follow the guidance above, you should be able to use the following tools preemptively rather than in reaction to a squad member being UNSAT in any area. Know your people well enough that you can catch them before they become UNSAT in the first place. Here are some steps on how to help members of your squad if they fall into trouble or unexpected problems arise.

1. Academic Failure
   - Encourage them to seek EI from their professor
   - Tutor them yourself or refer them to company tutors
   - Help them make a schedule with their assignments and monitor their progress
   - Refer midshipmen to the Center for Academic Excellence in the Levy Center
     http://intranet.usna.edu/AcCenter/
   - Utilize Midshipmen Group Study Program (MGSP)
   - Provide essay writing help from The Writing Center

2. PRT Failure
   - Design a workout and/or nutritional plan for them. If this isn’t your area of expertise, find someone in your squad or company to assist you
   - Become their “Personal Trainer”
   - Workout with them in the mornings or during sports period
   - Conduct “practice PRTs” as a squad

3. Conduct Trouble
   - Counseling once a week if a member in the squad commits a conduct offense
   - Make sure to ask members of your squad what they are doing with their free time during weekends
   - Ensure that they know who their liberty buddy will be, and talk to them about the risks of their planned activities and possible solutions

4. 4/C Professional Development Trouble
   - Counsel Plebes on how to better manage their time to maximize study time
   - Create a schedule with them and review it daily or weekly
   - Work with your Company Training Staff to come up with a creative solution

5. SAPR Issue
   - Listen. Be there for them.
   - Refer to the SAPR website: http://intranet.usna.edu/SAPRO/
   - Counseling Resources at USNA
     - Midshipmen Development Center (MDC)
     - Naval Health Clinic
     - U.S. Naval Academy Fleet and Family Support Center
     - Civilian Employee Assistance Program
     - Chaplains
• Brigade Medical

• Sexual Assault Hotlines
  o DoD SAFE Helpline:  www.SafeHelpline.org or call (877-995-5247) or text (55-247)
  o Sexual Assault Crisis Center: 410-222-RAPE (7273)
  o National Sexual Assault Hotline: 800-656-HOPE (4673)

6. Mental, Emotional, & Physical Health
• Counsel your squad members individually and on a regular basis - get to know them on a personal level.
• Create an open command climate that fosters communication. Get involved with your squad members in all aspects of their lives.
• Encourage your squad members to communicate with friends and family on a regular basis.
• If unsure how to proceed with an issue discuss the issue with your chain of command.
• Encourage individuals with more serious issues to discuss them with the Battalion Chaplain
• Discuss healthy living habits with your squad. http://intranet.usna.edu/NavyMedical/exercise.htm
• Discuss how important sleep and rest are to the squad member’s performance. http://intranet.usna.edu/NavyMedical/sleep.htm
How to Plan a Squad Event

First: Plan, Reserve, and Deconflict

- Plan your squad event.
- If you are planning an event on the yard, make sure that your venue (Company Wardroom etc.) is available for your inning date.
- Check with the Master Calendar to ensure your event does not conflict with any mandatory events. Avoid missing meals in King Hall.

Second: Create an Excusal or a Movement Order (MO)

- Create an Excusal for a squad inning or an MO for an outing.
- Go to MIDS → Logistics → Excusals-Initiate/Review (or, for an MO, click Movement Order-Initiate/Review. The process for creating an MO is the same as creating an Excusal; follow the steps below.
- Fill in the drop down menus as the picture below shows.
- Leave the EX Code blank (you will be provided an Excusal Code/MO Code once you finish the submission).
- Fill in your Company, Platoon, and Squad.
- Fill in your desired Squad Inning/MO date.

Excusals - Initiate/Review

After the Excusal has been Accepted by the Logistics Officer, the Excusal must be viewed using Excusals - Query. The Excusal will no longer be available for update on this page.

- Click Insert New Record.
- Fill in the next form as shown below including your squad inning’s plans. Be complete but concise.

Your O-Rep and POC can be your SEL or Company Officer.
Click Insert.

You have now created an Excusal/CO. Note your assigned Excusal/CO number is at the top of the MIDS screen.

You will get an automated email once your Excusal/CO is approved.

You can scroll down to add squad members to your Excusal/CO by selecting one of these methods.
Third: Write a Special Request Chit, ORM, and Movement Order

- For Innings only: Write a Special Request Chit and route it through your Chain of Command. Include the Excusal number.
- For Outings only: Include an ORM chit with the Special Request Chit. Include the MO number.

Fourth: Notify King Hall (if necessary)

Plan squad innings/outings around mandatory meals. However, if your squad is approved to miss a mandatory meal, notify LT Robillard (drobilla@usna.edu) and Mrs. Tricia Withrow (withrow@usna.edu) with the following information:

- Date that table should be cancelled
- Meal that should be cancelled
- Excusal #
- Table Number

NOTE: MFSD will not provide any funding for meals outside of King Hall that are under company size (USNAINST 1746). Additionally, make sure that your Excusal/MO is approved by Commandant Operations; otherwise, you will be expected to eat at your table in King Hall.
Squad Activities

1. **The Importance of Squad Activities.** As the semester progresses, the squad members will become overwhelmed with commitments outside of the company. This can lead to the gradual drifting apart of squad members. The squad leader is responsible for bringing the squad together regularly through squad activities designed to release stress and improve morale. Squad activities can cut the monotony of daily activity while building unit cohesiveness.

2. **Squad Innings.** These ideas are perfect for weeknights or Friday nights when not everyone in the squad has liberty, or you want to plan an event that can take place entirely on the yard.

   a. **Concerts.** Take the squad to see a concert on the yard. This can be accomplished when the Distinguished Artist Series is running. Tickets can be purchased for discounted prices through the Ticket Office. Other ideas are to go to Glee Club or Gospel Choir concerts.

   b. **Dahlgren Night.** Organize a sports night in Dahlgren for your squad to watch a heated basketball game or football game. Or reserve the MAC and play pool and foosball. These are great ways to get out of company area while still remaining on the yard. Squad members may feel comfortable getting to know more about each other in this setting.

   c. **Picnic/Barbeque at Hospital Point.** Throwing a picnic or BBQ at Hospital Point may be an event more suited to an entire platoon. Get your squad or platoon excused from Sunday EMF and have everyone meet instead at Hospital Point for a delicious fall or spring picnic/BBQ. Hospital Point has grills and a large buffet table as well as a covered area with tables in case of bad weather. Bring out a Frisbee and play games at the same time.

   d. **Squad vs. Squad Sports Events.** Get a little friendly competition going with another squad and organize a squad vs. squad sports event from 1900-2000 on a weeknight. Invite other squads in the company to cheer on their friends and offer a prize to your squad if they win.

   e. **USNA Musical or Masqueraders Events.** Organize a squad inning to see a USNA musical or masqueraders production together. This is a particularly great idea if one of your squad members or company mates is involved in the production.

   f. **USNA Sporting Events.** Go as a squad to a USNA sporting event either on the yard or at USMC stadium. This is also a great idea if one of your squad members is an athlete.

   g. **Wardroom Movie Night.** Order pizzas, get your squad excused from EMF, and watch a movie in the wardroom. This squad inning can deteriorate if people pop in for pizza and leave to do homework. Encourage the squad to stay together and maybe organize the movie night for a Friday night so that people are less likely to leave to do work.

3. **Squad Outings.** These are a few suggestions close to the Academy:

   - **Annapolis, Baltimore, and other Maryland Locations**
     - The Baltimore Museum of Art
• Bowie Baysox Baseball Game
• Inner Harbor, Baltimore
• Maryland Science Center Medieval Times
• National Aquarium, Baltimore
• Orioles Game
• The Walters Art Museum

• Washington, DC Area
  • International Spy Museum
  • National Air and Space Museum
  • National Mall
  • Smithsonian Institute
  • Washington Capitals
  • Washington Nationals
  • The White House

• Virginia
  • Colonial Williamsburg, VA
  • The National Museum of the Marine Corps
    18900 Jefferson Davis Hwy, Triangle VA 22172
    (703)-432-1775

• Pennsylvania
  • Blue Knob Ski Packages
  • Liberty/Roundtop/Whitetail/Wyndham Skiing
  • Gettysburg

4. Contact Information

• The Baltimore Museum of Art
  10 Art Museum Drive, Baltimore, MD 21218
  (443) 573-1700
  http://www.artbma.org/index.html
  • Founded in 1914, The Baltimore Museum of Art is a major cultural destination recognized for engaging diverse audiences through dynamic exhibitions and innovative educational and community outreach programs.
  • The BMA’s internationally renowned collection of 95,000 objects encompasses more than 1,000 works by Henri Matisse anchored by the famed Cone Collection of modern art, as well as one of the nation’s finest holdings of prints, drawings, and photographs. The galleries showcase an exceptional collection of art from Africa; important works by established and emerging contemporary artists; outstanding European and American paintings, sculpture, and decorative arts; ancient Antioch mosaics; and exquisite textiles from around the world.
  • The 210,000-square-foot museum is distinguished by a grand historic building designed in the 1920s by renowned American architect John Russell Pope and two beautifully landscaped gardens featuring an array of 20th-century sculpture.
  • The BMA is located in Charles Village, three miles north of the Inner Harbor, and is adjacent to the main campus of Johns Hopkins University.
  • General admission to the BMA is free so that everyone can enjoy the power of art.
• **Blue Knob Ski Packages**  
  1424 Overland Pass, Claysburg, PA 16625  
  (814) 239-5111  
  http://www.blueknob.com/  
  o Blue Knob is home to Pennsylvania’s highest skiable mountain. MWF offers reduced prices.

• **Bowie Baysox Baseball Game**  
  Prince George Stadium, 4101 Crain Highway, Bowie, MD 20716  
  (301) 464-4911  
  o Naval Station MWR offers free or reduced price tickets.

• **Colonial Williamsburg, VA**  
  Colonial Williamsburg Regional Visitor Center  
  101-A Visitor Center Drive, Williamsburg, VA 23185  
  (888) 965-7254  
  o Take a trip to colonial Williamsburg to explore museums, historical buildings, and outdoor shows all run by colonial re-enactors. MWF and Naval Station MWR offer reduced price day passes.

• **Gettysburg Battlefield and Campground**  
  Gettysburg/Battlefield KOA  
  20 Knox Road, Gettysburg, PA 17325  
  (717) 642-5713  
  o Rent tents and sleeping bags from MWR (which many MIDS don't know about) at the Naval Station.

• **International Spy Museum**  
  800 F Street Northwest, Washington, DC 20004  
  (202) 393-7798  
  http://www.spymuseum.org/  
  o The International Spy Museum, a museum exploring the craft, practice, history, and contemporary role of espionage, opened in Washington, DC on July 19, 2002. The International Spy Museum is the only public museum in the United States solely dedicated to espionage and the only one in the world to provide a global perspective on an all-but-invisible profession that has shaped history and continues to have a significant impact on world events.

  o The International Spy Museum features the largest collection of international espionage artifacts ever placed on public display. Many of these objects are being seen by the public for the first time. These artifacts illuminate the work of famous spies and pivotal espionage actions as well as help bring to life the strategies and techniques of the men and women behind some of the most secretive espionage missions in world history.

  o The mission of the International Spy Museum is to educate the public about espionage and intelligence in an engaging way and to provide a context that fosters understanding of their important role in and impact on current and historic events. The Museum focuses on human intelligence and reveals the role spies
have played in world events throughout history. It is committed to the apolitical presentation of the history of espionage in order to provide visitors with impartial, accurate information. Ask for special military rates.

- **Liberty/Roundtop/Whitetail/Wyndham Skiing**
  - Beat the dark ages by taking the squad on a weekend outing to a nearby ski resort. Reduced prices are available through MWF.

- **Maryland Science Center**
  601 Light Street, Baltimore, MD 21230
  (410) 685-5225
  - Dinosaurs, Planet Earth, the Human Body, Outer Space, Chesapeake Bay life...these are only a few of the exhibits available through the Science Center. Take the squad to explore the please touch environment and then check out an IMAX movie.

- **Medieval Times**
  7000 Arundel Mills Circle, Hanover, MD 21076
  (888) 935-6878
  - Take the squad to Medieval Times for a banquet and tournament they will remember. MWF offers reduced price tickets.

- **National Air and Space Museum**
  595 Independence Avenue Southwest, Washington, DC 20560
  (202) 633-2214
  [http://www.nasm.si.edu/](http://www.nasm.si.edu/)
  - Visit the Wright Brothers’ 1903 Flyer, Lindbergh’s Spirit of St. Louis, Apollo 11 Lunar Command Module, and other national treasures.

- **National Aquarium, Baltimore**
  501 E Pratt St, Baltimore, MD 21202
  (410) 576-3800
  - Conveniently located in the world famous Inner Harbor, the National Aquarium is home to thousands of aquatic creatures. Explore the Aquarium and then go for dinner on the Inner Harbor.
  - Tickets are $10 for midshipmen through MWF.

- **National Mall**
  900 Ohio SW, Washington, DC 20024
  (202) 245-4660
  [http://www.nps.gov/nacc/planyourvisit/index](http://www.nps.gov/nacc/planyourvisit/index)
  - The National Mall encompasses the Washington Monument, the Lincoln Memorial, and the WWII Memorial as well as many others. Plan an outing on a beautiful day to explore this area before heading to dinner.

- **Six Flags America**
  13710 Central Ave, Upper Marlboro, MD 20774
  (301) 249-1500
  [www.sixflags.com/america/](http://www.sixflags.com/america/)
  - Reduced prices available through MWF.
• **Smithsonian Institute**  
  1000 Jefferson Drive SW, Washington, DC  
  (202) 633-1000  
  [http://www.si.edu/](http://www.si.edu/)  
  - Visit one of 19 museums and the National Zoo right in the DC area.

• **The Walters Art Museum**  
  600 North Charles Street, Baltimore, MD  21201  
  (410) 547-9000  
  - The Walters Art Museum in Baltimore, Maryland is internationally renowned for its collection of art. The collection presents an overview of world art from pre-dynastic Egypt to 20th-century Europe, and counts among its many treasures Greek sculpture and Roman sarcophagi; medieval ivories and Old Master paintings; Art Nouveau jewelry and 19th-century European and American masterpieces. General admission is FREE!

• **Washington Capitals**  
  Verizon Center  
  610 F Street, Washington, DC  
  (202) 628-3200  
  [www.capitals.nhl.com](http://www.capitals.nhl.com)  
  - Check out the website for the season schedule of Washington, DC’s hockey team.

• **Washington Nationals**  
  Nationals Park  
  1500 S Capitol Street SE, Washington, DC  20003  
  [https://www.mlb.com/nationals](https://www.mlb.com/nationals)  
  - Check out the website for the season schedule of Washington, DC’s baseball team.

• **The White House**  
  1600 Pennsylvania Avenue, Washington, DC  
  [https://www.whitehouse.gov/participate/tours-and-events](https://www.whitehouse.gov/participate/tours-and-events)  
  - Tours can be requested through your Congressional Office up to three months in advance.
References

- Weekly Update Sheet
- Individual Development Plan
- Midshipman Counseling Form (Form 1):
  - Official document found in COMDTMIDNINST 1610.2H
- Responding to a Disclosure of Sexual Assault
Weekly Update Sheet

Name: ________________________________________________ Date: ____________

Platoon/Squad: ACADEMICS

<table>
<thead>
<tr>
<th>Grades Received in the past week</th>
<th>Class</th>
<th>Test, Paper, Quiz, Topic?</th>
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ATHLETICS
Did you have any competitions this week? What was the result/how did you play?

PERSONAL
Upcoming events this week (tests, sporting events, appointments, etc.):

Weekly Goal and course of action to achieve this goal:

Questions/Comments/Feedback:
**Individual Development Plan**

Name: ____________________________  Supervisor: ____________________________

Planning Period: ________________

<table>
<thead>
<tr>
<th>Development Goals</th>
<th>Action Plans – Developmental Activities &amp; Resources (what, who &amp; how)</th>
<th>Time Line (Target Dates)</th>
<th>Criteria for Success (What will successful outcomes be?)</th>
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Midshipman Counseling Form (Form 1)

COMDTMIDNINST 1610.2H
20 Mar 17

MIDSHIPMAN COUNSELING FORM

FORM 1

Type of Counseling: [ ] NEGATIVE [ ] POSITIVE

Name:

Alpha:

Company:

Ac Year (Ending):

Semester:

Commit Date:

Creation Date:

Reason:

Description/Counseling Comments:

Counseled By: NAME: | RANK:

Counselor Signature/Date: SIGNATURE: | DATE:

Midshipman Counseled Signature/Date: SIGNATURE: | DATE:

Reviewed by Chain of Command (initial/date):
- Co Conduct Officer:
- Squad Leader:
- Platoon Commander:
- Company Commander:

Validated:
(by Company Officer or Senior Enlisted Leader)

SIGNATURE/DATE:

TAB A

A-1
Responding to a Disclosure of Sexual Assault

1. Does the person need medical attention or in immediate danger? If so call 911.

2. Call, or assist the survivor in calling, a SARC or a Victim Advocate.
   a. SARCs - (443) 336-5359 or (410) 320-4909
   b. 24/7 Duty Victim Advocates - (443) 336-2637

3. In order to ensure the restricted report option and the privacy of this person, do not speak to anyone else in your department or chain of command about the incident.

4. LISTEN and support the survivor. Tend to his/her immediate needs; stay with him/her until a SARC or Victim Advocate, medical, etc. arrives; *listen without judgment.*

5. Treat the suspected offender as innocent until proven guilty and protect the survivor’s legal rights.

6. For further information and resources you can access these websites:
   a. [http://intranet.usna.edu/SAPRO/](http://intranet.usna.edu/SAPRO/) (if at USNA)
   b. [https://www.safehelpline.org/](https://www.safehelpline.org/)