



DEPARTMENT OF THE ARMY
HEADQUARTERS, 2ND BATTALION, 11TH INFANTRY REGIMENT
6679 VIBBERT AVENUE
FORT BENNING, GEORGIA 31905-4475

ATSH-TPB

28 April 2026

MEMORANDUM FOR RECORD

SUBJECT: Welcome to the Infantry Basic Officer Leader Course

1. Welcome to the U.S. Army's Infantry Branch, 199th Infantry Brigade, and the Infantry Basic Officer Leader Course (IBOLC). In the next 19 weeks, you will be qualified as an Infantry Platoon Leader able to successfully lead an Infantry platoon in any operational environment.
2. 2-11th Infantry Regiment (IBOLC) trains and develops Infantry Lieutenants to become mentally, physically, and morally fit leaders who are prepared to lead Infantry Rifle platoons and win.
3. As commissioned officers in the United States Army, you are expected to report to the Battalion physically fit, and eager to grow and develop as a leader.
4. This course will challenge you both mentally and physically. Come ready to learn, be teachable, and to communicate effectively. Start reviewing the contents of the Infantry Rifle Platoon and Squad ATP 3-21.8 and the Ranger Handbook TC 3-21-76 to establish a basic understanding of the doctrinal functions of an Infantry platoon and its tactical implementation of small unit tactics.
5. Inprocessing Information
 - a. Lieutenants will report on their arrival date to IBOLC BN Staff Duty. The Staff Duty officers will direct students to join the In-processing Signal group message (Inprocessing Signal Group) (Encl 1) to receive follow-on instructions from cadre. Students are expected to report to Building 4, room W120, to receive an updated CAC from the DEER's office.
 - b. New Inprocessing Lieutenants are recommended to download the GuideOn App to assist in navigating to and from buildings across post (GuideOn App Instructions) (Encl 2).
6. Required Documents for IBOLC Inprocessing
 - a. Orders and Special Instructions- Print five copies of orders and any amendments or changes.

ATSH-TPB

SUBJECT: Welcome to the Infantry Basic Officer Leader Course

b. Oath of Office- DA Form 71 (Oath of Office)- Bring three copies of your DA71. If your DA71 states you are in a reserve status, it will need to be amended to indicate your active duty status while enrolled in IBOLC. The in-processing cadre can update your DA71 during in-processing at the beginning of IBOLC.

c. IPPSA Documentation- Print two copies of your DA Form 31 (IPPSA version or legacy) with blocks 14 and 16 filled out. This will be utilized by the transportation and finance offices to in process you into the battalion.

d. Family Documentation- You will need the original or certified copies of Social Security cards, marriage certificate, and birth certificates for adding family members to DEERS.

e. National Guard Specific Requirements- Print one copy of your current lease at your home of record with proof of payment history for the last three months.

f. Prior Service Specific Requirements- Print one copy of your DD214, or if applicable print one copy of your SMP contract.

g. Travel and Financial Documentation- To submit a Smart Voucher, you will need to provide all hotel receipts (with a zero balance), toll receipts (if applicable), and plane ticket receipts. Ensure that your dependents are listed on travel orders. You should not purchase your own ticket; government travel is preferred. For assistance, please contact your local SATO. For more information on the Smart Voucher or Transportation process, please visit the MCoE IBOLC website (IBOLC Inprocessing Landing Page) (Encl 3).

h. Transportation Documentation- For a self-move, the transportation office will need receipts for all moving expenses. These can be items such as boxes, tape, vehicle weight tickets (both empty and full), and your U-Haul rental agreement (if applicable). If you used a vehicle which you do not own, provide a letter authorizing its usage and a copy of the vehicle's registration. Ensure orders reflect your home of record for moving purposes.

7. The point of contact for this memorandum is IBOLC Staff Duty. The Staff Duty phone number is (706) 545-8177. The IBOLC street address is 6649 Vibbert Ave, Fort Benning, GA 31905.

YORK.DANIEL.MARK.1264385039
Digitally signed by
YORK.DANIEL.MARK.1264385039
Date: 2026.04.28 11:23:21 -04'00'

D. MARK YORK
LTC, IN
Commanding

ATSH-TPB

SUBJECT: Welcome to the Infantry Basic Officer Leader Course

Enclosures

1. Enclosure Inprocessing Signal Group
2. Enclosure GuideOn App Instructions
3. Enclosure IBOLC Inprocessing Landing Page
4. Enclosure IBOLC Individual Student Assessment Plan (ISAP)
5. Enclosure Reading List for Infantry Basic Officer Leader Course
6. Enclosure Entrance Exam Study Guide

ATSH-TPB

SUBJECT: Welcome to the Infantry Basic Officer Leader Course

Enclosure 1. In-processing Signal Group

Download the Signal Application on your mobile device.



- a. Once the application has been successfully downloaded, create an account if you do not already have one made.
- b. Use the camera on your mobile device to scan the QR code in order to access the Inprocessing group.



- c. After scanning the QR code, the Signal application select the prompted message to join the group chat titled "HHC/2-11 IN Hold-under PLT".
- d. After joining the group, change your display name to "LAST, FIRST".
- e. State your name and what IBOLC class you're assigned with and await further guidance to be published.

ATSH-TPB

SUBJECT: Welcome to the Infantry Basic Officer Leader Course

Enclosure 2. GuideOn App Instructions

Download the GuideOn Application on your mobile device.

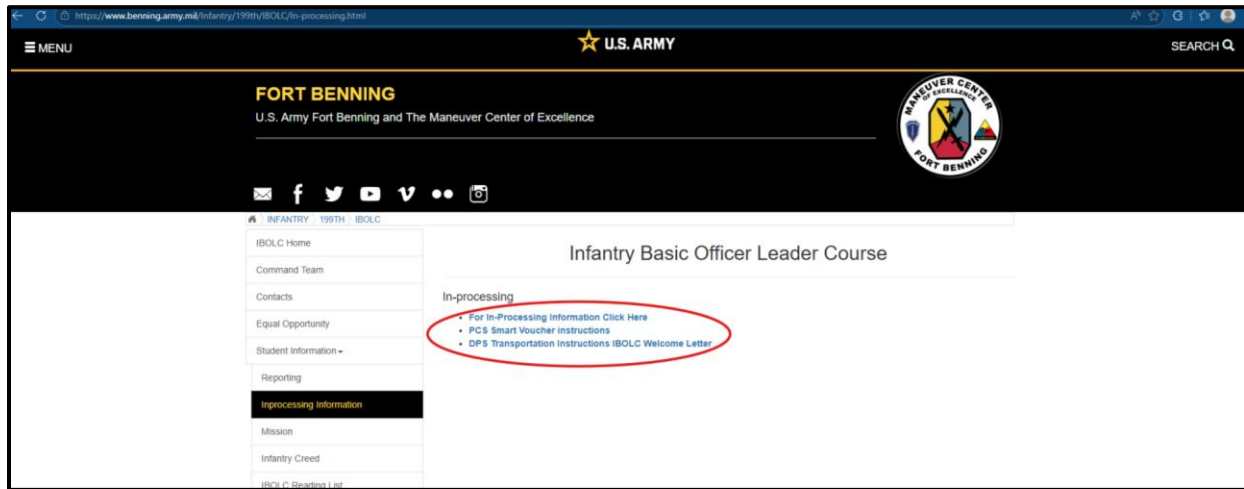


ATSH-TPB

SUBJECT: Welcome to the Infantry Basic Officer Leader Course

Enclosure 3. IBOLC Inprocessing Landing Page

For more information regarding the PCS process and In-processing, please visit <https://www.benning.army.mil/Infantry/199th/IBOLC/In-processing.html>



Enclosure 4. IBOLC Individual Student Assessment Plan (ISAP)



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY INFANTRY SCHOOL
1 KARKER STREET, BLDG 4
FORT BENNING, GEORGIA 31905-4464

ATSH-IP

02 February 2026

MEMORANDUM FOR Infantry Basic Officer Leadership Course (IBOLC), 2nd Battalion,
11th Infantry Regiment, 6649 Vibbert Avenue, BLDG 260, Fort Benning, GA 31905-4464

SUBJECT: IBOLC Individual Student Assessment Plan (ISAP)

1. References.

- a. AR 350-1 (Army Training and Leader Development)
- b. AR 600-9 (The Army Body Composition Program)
- c. AR 623-3 (Evaluation Reporting System)
- d. DA PAM 623-3 (Evaluation Reporting System)
- e. TR 350-36 (Basic Officer Leader Training Policies and Administration)
- f. TR 350-70 (Army Learning Policy and Systems)
- g. ADP 6-22 (Army Leadership and the Profession)
- h. FM 6-22 (Leader Development)
- i. FM 7-0 (Training)
- j. FM 7-22 (Holistic Health and Fitness)
- k. ATP 3-21.8 (Infantry Platoon and Squad)
- l. ATP 3-21.18 (Foot Marches)
- m. ATP 7-22.01 (Holistic Health and Fitness Testing)
- n. DA PAM 611-21 (Military Occupational Classification and Structure)
- o. TC 3-20.40 (Training and Qualification – Individual Weapons)
- p. TC 3-25.26 (Map Reading and Land Navigation)
- q. Basic Officer Leader Course Common Core Critical Task List, v24.A.007

r. Individual Critical Task List, 11A Officer Student

2. Purpose. This ISAP outlines the requirements for aspiring Infantry lieutenants to successfully complete and graduate IBOLC.
3. Mission. 2-11th Infantry Regiment (IBOLC) trains and develops Infantry lieutenants to become mentally, physically, and morally fit leaders who are prepared to lead Infantry Rifle Platoons and win.
4. End State. IBOLC students leave as competent and confident leaders of character who are qualified and ready to lead platoons in any environment.
5. Course Scope. IBOLC is a 19-week course that covers basic Infantry Soldier skills, team/squad operations, and platoon operations. Students are evaluated throughout the course on their communication skills, critical thinking abilities, decision-making skills under stress, and the fundamentals of Infantry tactics.
6. Assessments and Graded Events. The assessments and graded events conducted throughout the course ensure IBOLC graduates can achieve course standards in accordance with the desired end state. Students are required to pass all Course Critical Events (**CCE**). Specific CCE are allocated one opportunity to retest as indicated in Table 6, except Height/Weight. The minimum score is awarded upon passing a retest. All graded events cumulate for a total of 1200 course points (CP). Students are required to earn a minimum of 70% of the points available in the course by the end of B Company, before moving onto C Company. If a student fails to meet the minimum course points in B Company, they will be recycled to the beginning of B Company, Course Week 6. A minimum of 840 course points is required to graduate.

Table 1. Minimum Course Points

<i>Company</i>	<i>Available Points</i>	<i>Course Minimum</i>
<i>A Company</i>	395	
<i>B Company</i>	425	575 (Passed 12 mile) 505 (Without 12 mile)
<i>C Company</i>	100	
<i>D Company</i>	280	840

- a. Height/Weight (**CCE**). Students must meet height and weight standards, IAW AR 350-1 and AR 600-9, within 180 days from date of entry to active service. Students will be initially screened during the first week of the course. If students fail, they will be re-screened monthly and prior to graduation.

(1) Regular Army (RA) students who fail to meet standard prior to graduation will receive a “Did not Graduate” AER and will be placed in Ranger Platoon until they have met the requirements or hit the 180-day mark. Failure after 180 days will result in the initiation of elimination from service.

(2) Army National Guard (ARNG) or U.S. Army Reserve (USAR) students who do not meet the body composition standards per AR 600–9 prior to graduation will be returned to their home station for disposition based on ARNG and USAR counsels.

b. Army Fitness Test (AFT) (**CCE**). Students take a for-record AFT Fitness Test (AFT) conducted IAW ATP 7-22.01 and current policies, for a possible 100 CP. Students requiring a retest will earn a maximum of 70 CP. To pass the AFT combat standard, a student must score an average of 70 points or higher on all AFT events not prohibited by a permanent profile. Passing scores are calculated based on the number of events taken: 5-events (minimum 350 points), 4-events (minimum 280 points), 3-events (minimum 210 points), 2-event (minimum 140 points), and 1-event (minimum 70 points). If the soldier does not attain a minimum of 60 points in an event or a “GO” on an alternate aerobic event, the event is a failure. Failure of one or more events results in AFT failure.

Table 2. AFT Point Scale

<i>Score</i>	500	490	480	470	460
<i>Course Points</i>	100	98	96	94	92
<i>Score</i>	450	440	430	420	410
<i>Course Points</i>	90	88	86	84	82
<i>Score</i>	400	390	380	370	360
<i>Course Points</i>	80	78	76	74	72
<i>Score</i>	350	<350		<60 in any event	
<i>Course Points</i>	70	0		0	

c. Land Navigation (**CCE**). Students must find five of seven assigned points under four hours, during both periods of daylight and darkness. Land navigation course standards are IAW TC 3-25.26. The event is worth 100 course points based upon the total number of correct land navigation points found in a single testing period (based on start time). Students who do not pass the test are required to retest. Students requiring a retest will earn a maximum of 70 CP. Students that pass the test are afforded opportunities to increase course points on an advanced lane. Scores from different test periods cannot be combined for the highest score. Students will conduct a transition night into day course to simulate Ranger School transition course. This event is graded separately. Retraining will be conducted prior to retesting.

Table 3. Land Navigation Grading Criteria

<i>LN Points</i>	14 pts	13 pts	12 pts	11 pts	10 pts
<i>Course Points</i>	100	92.5	85	77.5	70

Table 4. Land Navigation Transition Course Grading Criteria

<i>Transition LN Points</i>	5 pts	4 pts	<4 pts
<i>Course Points</i>	50	40	0

d. Ranger Combat Fitness Assessment. Students will conduct two (2) Ranger Combat Fitness Assessments (RCFA) for a collective 150 course points as shown in the tables below. The RCFA consists of three individually graded events.

(1) Event 1. The first event is a seven-exercise circuit. Uniform will be IAW current Airborne Ranger Training Brigade (ARTB) standards. The event is executed with a continuously running clock and all exercises are conducted at an individual pace.

- (a) 800-meter run
- (b) Scale 6-foot wall
- (c) 50-meter three- to five-second rush
- (d) 50-meter carry of two 40-pound water cans
- (e) Lift sixteen (16) 40-pound sandbags onto a 68-inch platform
- (f) 100-meter SKEDCO drag with 90-pounds
- (g) 800-meter run

(2) Event 2. The second event is a timed four-mile release run. The uniform will be the APFU and running shoes.

(3) Event 3. The final event is an untimed dead-arm-hang chin-up assessment with a minimum of 6 repetitions for a GO.

Table 5. RCFA Grading Criteria (100 CP)

<i>Event 1 – Circuit</i>		<i>Event 2 – 4-mi Run</i>		<i>Event 3 – Chin-ups</i>
11:10	50	28:00	50	GO/NO GO
11:20	49	28:30	49	<6 Reps
11:30	47	29:00	47	
11:40	45	29:30	45	
11:50	43	30:00	43	
12:00	41	30:30	41	
12:10	39	31:00	39	
12:20	37	31:30	37	
12:30	35	32:00	35	

e. M4 Qualification (**CCE**). Students will qualify on the M4 carbine with the M68 Close Combat Optic (CCO). Students must qualify with 23 out of 40 hits IAW TC 3-20.40. One course point per hit will be earned during daytime qualification (Table VI). The higher Table V or Table VI score will be counted for the grade. This event is worth 40 course points. Five extra points are awarded to anyone that shoots above 36. Students are afforded at least one retest for a maximum of 23 course points.

f. Entrance Exam. The entrance exam is conducted to determine the baseline of student knowledge for each class as they enter IBOLC from various commissioning sources. The exam will assess topics such as the Infantry rifle platoon and squad, skill level one tasks, and the operations process. This is worth 50 course points.

g. High Physical Demands Test (**CCE**). The high physical demands test (HPDT) assesses a student’s ability to meet the minimum physical requirements of the Infantry. Students must receive a “go” at each graded task while wearing/carrying OCPs, boots, gloves, body armor (with front, back, and side plates), and ACH.

(1) Task 1 – Conduct 12-mile foot march – complete the 12-mile foot march within 5-hours. This HPDT event is replaced by the timed 3-hour 12-mile ruck march.

(2) Task 2 – Employ hand grenades – throw a one-pound grenade 35-meters

(3) Task 3 – Individual Movement Techniques (IMT) – Move 100-meters using the 3 to 5 second rush

(4) Task 4 – Engage targets w/ M2 HMG – Lift 153-pounds and carry 10-meters

(5) Task 5 – Evacuate a casualty to safety – Drag a 268-pound person 15-meters

ATSH-IP

SUBJECT: IBOLC Individual Student Assessment Plan (ISAP)

(6) Task 6 – Remove a casualty from a vehicle – Remove 207-pound load from a vehicle by vertically lifting 1-meter

(7) Task 7 – Carry and emplace sandbags – lift 16, 40-pound sandbags, carry them 10-meters and emplace them on the ground

(8) Task 8 – Wall climb – Scale a 2-meter vertical obstacle with assistance

(9) Task 9 – Remove feeder assembly – Lift, lower, and move laterally 59-pounds 1-meter

h. Battle Analysis Paper. Students will complete a battle analysis paper on a battle/engagement assigned at the beginning of the course. The paper is graded IAW the IBOLC Writing Assignment SOP and Grading Rubric. It is worth 50 course points.

i. Leadership Papers. Students will complete three writing assignments. Prompts will be provided during the Leadership Series classes and can be found in the IBOLC Writing Assignment SOP with the grading rubric. Each paper is worth 30 points for a total of 90 course points.

j. Operations Orders (**CCE**). Students will conduct three iterations of graded troop leading procedures (TLPs) to create and brief operations orders (OPORDs) worth 40, 75, and 100 course points, respectively, with a minimum standard of 70%. OPORD #3 is a CCE. Retests are afforded for OPORD #3 for a maximum score of 70%.

k. 12-Mile Foot March (**CCE**). Students must complete the 12-mile foot march (FM) in three hours or less while carrying a 35lbs ruck sack with the approved packing list (note: weight does not include water or weapon). The FM is worth 100 course points IAW the table below. Students that fail the FM will be afforded a retest to attain a maximum of 70 course points.

Table 6. 12-Mile Foot March Grading Criteria (100 CP)

<i>Time</i>	2:15:00	2:16:30	2:18:00	2:19:30	2:21:00	2:22:30	2:24:00	2:25:30
<i>Points</i>	100	99	98	97	96	95	94	93
<i>Time</i>	2:27:00	2:28:30	2:30:00	2:31:30	2:33:00	2:34:30	2:36:00	2:37:30
<i>Points</i>	92	91	90	89	88	87	86	85
<i>Time</i>	2:39:00	2:40:30	2:42:00	2:43:30	2:45:00	2:46:30	2:48:00	2:49:30
<i>Points</i>	84	83	82	81	80	79	78	77
<i>Time</i>	2:51:00	2:52:30	2:54:00	2:55:30	2:57:00	2:58:30	3:00:00	> 3:00:00
<i>Points</i>	76	75	74	73	72	71	70	0

l. Peer Evaluations (**CCE**). Students conduct squad-level peer evaluations three times throughout the course. These evaluations are intended to provide students with valuable insight into their perceived performance, relationships, and character. They are not intended to replace regular Cadre counseling or peer-to-peer feedback but should function as a supplement. Students must pass at least one of the first two evaluations and the final evaluation with a minimum of 60%, according to the rubric. Student evaluations must not have consistent, overwhelmingly negative comments. There is no retest for this event.

m. Field Patrols (**CCE**). Students conduct graded platoon-level patrols in a leadership position as either the platoon leader or platoon sergeant and must pass at least one patrol with a minimum of 70 points. Students are graded IAW the IBOLC Field Patrol Gradebook. This event is worth 100 course points. Students are afforded at least one re-evaluation for a maximum of 70 course points.

n. Unit Training Management. Students will be assessed on their ability to prepare and brief a training plan as a part of a team. The brief is worth 50 course points as assessed on the UTM Rubric and may be impacted by individual involvement and peer evaluation.

o. Comprehensive Exam (**CCE**). A culminating assessment of all course material for 100 course points based on percentage of correct answers. Students who fail to achieve 70% may retest for a maximum of 70 course points.

Table 7. IBOLC Assessments and Graded Events

<i>Event</i>	<i>CP</i>	<i>Standard</i>	<i>CCE</i>	<i>Re-Tests</i>	<i>Assessment</i>
Height/Weight	Go/No-Go	AR 600-9	Yes	Yes	AR 600-9
AFT	100	Min. 350 points, Min. 60 per event DA 705	Yes	Yes	See Scale
Land Navigation	100	5/7 points in 4 hours in 2 iterations	Yes	Yes	See scale
Transition LN	50	N/A	No	No	See Scale
RCFA #1	50	ARTB Standard	No	No	See scale
M4 Qualification	45	23/40	Yes	Yes	1 pt/hit, 5 extra for 36+
Entrance Exam	50	N/A	No	No	Test % of 50

ATSH-IP

SUBJECT: IBOLC Individual Student Assessment Plan (ISAP)

					pts
HPDTs	Go/No-Go	“Go” on 6/6 events	Yes	Yes	Go/No Go
Battle Analysis	50	Writing Assignment SOP	No	No	Grading rubric
Leader Paper #1	30	Writing Assignment SOP	No	No	Grading rubric
Leader Paper #2	30	Writing Assignment SOP	No	No	Grading rubric
OPORD #1	40	70% of rubric	No	No	Rubric % of 25
12-Mile FM	100	3 hours	Yes	Yes	See scale
OPORD #2	75	70% of rubric	No	No	Rubric % of 75
OPORD #3	100	70% of rubric	Yes	Yes	Rubric % of 100
Peer Evaluation	Go/No-Go	60% of rubric	Yes	No	Go/No Go
Field Patrol	100	70% of rubric	Yes	Yes	Rubric % of 75
RPFA #2	100	ARTB Standard	No	No	See scale
UTM	50	N/A	No	No	Grading rubric
Leader Paper #3	30	Writing Assignment SOP	No	No	Grading rubric
Comprehensive Exam	100	70% of points	Yes	Yes	Test % of 100
TOTAL					
	1200				

7. Whole Person Concept. All events and course performance will be evaluated through a “whole person concept”. This concept considers several extrinsic and intrinsic factors that might influence student performance. It is expected that all students will always act IAW the Army Values, Leader Competencies and Attributes, and the Stewardship of the Profession.

8. Branch Qualification. Students passing all CCE and attaining a minimum of 840 course points will graduate and earn Infantry branch qualification.

9. Counseling and Feedback.

a. Formal Counseling. Students will receive formal counseling with Cadre at the beginning of the course, at the end of each committee, and at the end of the course. These counseling sessions will discuss the standards and expectations outlined in this ISAP, review course performance, and discuss the Academic Evaluation Report (AER),

respectively. End-of-committee counseling will provide students with a snapshot of their performance up to that point in the course. This allows Cadre and students to confirm the accuracy of recorded grades and presence of physical documentation. Grades will not be debated after the end-of-committee counseling.

b. Spot Reports. Students may receive spot reports for positive or negative performance throughout the course. These counseling's are in lieu of formal DA Form 4856 counseling and impact a student's course points. Cadre will not use spot reports to target students to deliberately lower or raise grades. Three Minor Negative spot reports equate to one Major Negative spot report. Three Major Negative spot reports results in a Company Commander Review and may, at the company commander's discretion, lead to a BPR.

Table 8. Spot Report Grading Criteria

Spot Reports		
Type	CP	Criteria
Minor Positive	+2	Conduct makes a significantly positive impact at the platoon level (e.g., Fastest 12-mi FM time in the platoon).
Major Positive	+5	Conduct makes a significantly positive impact at the company level (e.g., Fastest 12-mi FM time in the company).
Minor Negative	-2	Conduct makes a significantly negative impact on self (e.g., improper care of equipment; late to formation).
Major Negative	-5	Conduct makes a significantly negative impact on others and/or self (e.g., egregious safety violations; blatant disrespect of Cadre).

10. DA Form 1059 (Academic Evaluation Report). The Academic Evaluation Report (AER) is prepared to document the participation of students who take part in IBOLC. It is required for all RA, ARNG, and USAR students that attend IBOLC. Students will receive an AER anytime their course status changes (e.g., graduate, recycle, or removal).

a. Part I, Administrative. Most information will automatically populate with data from the Army Training Requirements and Resources System (ATRRS) when the AER is created. Students are responsible for validating the data in this section. A student's signature on the AER confirms that they have verified all administrative data to be correct.

b. Part II, Academic Achievement. An instructor will serve as the Academic Rater for each student and will assess competencies and attributes based upon student placement on the order of merit (OML). The OML is based upon total course points each student earns throughout the course.

(1) Far Exceeded Standards: Top 20%. Cannot be an at-fault recycle.

(2) Exceeded Standards: 21-40%. Can be an at-fault recycle.

(3) Met Standards: Bottom 60%.

(4) Did Not Meet Standards: Any at-fault recycle.

(5) Not Evaluated: Any no-fault recycle.

(6) Comments will reflect the student's AFT score and final percentage of course points IAW the AER policy.

c. Part III, Overall Academic Achievement. A company commander will serve as the Reviewing Official for each student and will assess performance based upon student placement on the OML.

(1) Commandant's List. Students in the top 20% of class size enrolled in the course. Students could not have been inserted into the class resulting from an at-fault recycle. This population will receive a numeric class standing. Follow-on assignments are (1) Rifle Platoon Leader, (2) Specialty Platoon Leader, and (3) Company Executive Officer.

(2) Superior Academic Achievement. Students in the top 21-40% of class size enrolled in the course. Students could not have been inserted into the class resulting from an at-fault recycle. Follow-on assignments are (1) Rifle Platoon Leader, (2) Company Executive Officer, and (3) Assistant Operations Officer.

(3) Achieved Course Standards: Students in the bottom 60% of the class. Follow-on assignments are (1) Staff Officer, (2) Platoon Leader, (3) Assistant Operations Officer.

(4) Failure to Meet Course Standards: Any student removed from the class as an at-fault recycle or drop.

d. Part IV, Authentication. Rating officials (i.e., Academic Rater and Reviewing Official) will validate all information on the AER and digitally sign to confirm. The AER can be signed up to 14 days prior to the "THRU" date; however, it cannot be submitted until the "THRU" date. Students will sign after the Academic Rater and Reviewing Official, respectively, to validate the data in Part I of the AER. Students will sign the report prior to school departure.

e. Part V. Referred Reports. An AER is considered a referred report whenever a student is removed from the course at fault of not achieving a course standard outlined in this ISAP or in AR 623-3. A report will be referred to the student for acknowledgement and an opportunity to comment before submission to HQDA.

11. Blue Packet Review. A blue packet review (BPR) is initiated IAW Student handover policy anytime a student fails to meet course standards outlined in this ISAP. In a BPR, the Battalion Commander reviews a student's academic packet, the failed standard, and any other whole-person factors that were involved including demonstrated Lack of Motivation (LOM). The Battalion Commander makes an informed decision concerning the student's future in the course.

a. BPR Outcomes.

(1) Committee recycle

(2) Day one recycle

(3) Dismissal

(4) Continue training

(5) Discretionary recycle based on required re-training or missed POI

b. ARNG students that fail to meet standards are returned to home station. The National Guard Bureau may extend orders to facilitate a recycle, if applicable, into a subsequent class. Parent units are responsible for any additional costs.

c. Released Early (No Fault of Student). Any student that recycles for matters beyond their control (e.g., medical profile, family emergency, or unforeseen circumstances) will receive a "Released Early (No Fault of Student)" AER. This report will reflect the student's performance up to that point in the course and will include a comment regarding the reason for disenrollment. This is not a referred report.

d. Did Not Graduate. Any student that recycles for failing to meet course standards that are within their control (e.g., CCE failure or integrity violation) will receive a "Did Not Graduate" AER. This report will reflect the student's performance up to that point in the course and will include a comment regarding the reason for disenrollment. This is a referred report.

12. Distinguished Achievement. Students that distinguish themselves from their peers through exceptional performance and exceed course standards may be recognized with the following awards. (Note: Any ties will be adjudicated based on the fastest 12-mi FM time.)

a. Hal and Julia Moore Character Award. Presented to the student that demonstrated exceptional character throughout IBOLC. Students will be nominated by peers and selected by Cadre IAW the SOP.

ATSH-IP

SUBJECT: IBOLC Individual Student Assessment Plan (ISAP)

b. Distinguished Leadership Graduate. Awarded to the highest performing U.S. student as determined by overall grade point average.

c. Distinguished International Leadership Graduate. Awarded to the highest performing international student as determined by overall grade point average.

d. Iron Leader Award. Presented to the student with the highest total course points for the RPFA #1 and #2, 12-mile FM, and AFT (raw score divided by five).

13. Mission Command.

a. Instructors. Cadre assigned as instructors routinely coach, counsel, and mentor students, deliver blocks of instruction, assess course points, initiate BPRs, and provide overall assessment of performance.

b. Company Commander. Each company commander ensures Cadre and student compliance with ISAP and other regulations/policies, reviews BPRs and recommends a course of action, and develops Cadre to support professional development and expertise with assigned POI.

c. Battalion Commander. The battalion commander develops ISAP standards, certifies instructors, ensures compliance and consistency with ISAP standards across the battalion, and retains designated decision authority for all BPRs.

d. Brigade Commander. The brigade commander is the executive agent for IBOLC course content and the ISAP and recommends POI changes to the Infantry Commandant.

14. The point of contact for this memorandum is the 2-11th Infantry Battalion Commander at (706) 545-8190.

KINIERY.PHILLIP.J | Digitally signed by
AMES.III.11548222 | KINIERY.PHILLIP.JAMES.III.115
4822212
12 | Date: 2026.02.02 13:29:25 -05'00'

PHILIP J. KINIERY
Brigadier General, USA
Commandant, U.S. Army Infantry School

Enclosure 5. Reading List for Infantry Basic Officer Leader Course



DEPARTMENT OF THE ARMY
2ND BATTALION, 11TH INFANTRY REGIMENT
KYLE HALL, 6649 VIBBERT AVENUE, BLDG 260
FORT BENNING, GEORGIA 31905-4464

ATSH-TPB

30 September 2025

MEMORANDUM FOR 2nd Battalion, 11th Infantry Regiment

SUBJECT: Reading List for Infantry Basic Officer Leader Course

1. The purpose of the memorandum is to assign readings for course preparation.
2. Attack Company.

Week 2 – IDF Systems and UTM 1	Reading Assignment
Day 1 – Unit Training Management (UTM)	Leonard Wong and Dr Stephen Gerras, "Lying to Ourselves: Dishonesty in the Army Profession." Pages 1 to 33.
Day 2 – UTM/History	Charles R. Anderson, Tunisia, The Campaigns of World War II: The War Against Germany series (Washington, DC: CMH, n.d), passim. (CMH Pub 72-12: https://history.army.mil/html/books/072/72-12/index.html) William R. Betson, "Sido Bou Zid--A Case History of Failure," Armor Magazine, December 1982, pp. 38-44
Day 3 – Fires/CAID	ATP 3-90.5. Chapter 1. Par. 1-64 to 1-97
Day 4 – Army Writing	AR 25-50. Chapter 2.
Day 5 – NCOER/OER/Ethics	ATP 6-22.1. Chapters 1 & 2.

Week 3 – Land Navigation	Reading Assignment
Day 1 – Day/Night Land Nav Practice	"How to Find Your Way" cheat sheet GTA 05-02-013
Day 2 – Day/Night Land Nav Test	No Required Reading
Day 3 – Day/Night Land Nav Test	No Required Reading
Day 4 – Land Nav Retest	No Required Reading
Day 5 – M4 PMI	TC 3-22.9. Chapters 1 and 2.

Week 4 – Basic Rifle Marksmanship	Reading Assignment
Day 1 – Table II	TC3-22.9. Chapters 5 and 6.
Day 2 – Table IV/Night Zero	TC 3-20.40. Chapter 1. Par. 1-1 to 1-25.
Day 3 – Table V/Night Table IV	No Required Reading
Day 4 – Table VI/Night Table IV	No Required Reading
Day 5 – Table VI	No Required Reading

Week 5 – Infantry Skills Week	Reading Assignment
Day 1 – Machine Gun Theory/Patrol Base	ATP 3-21.8. Chapter 7. Par. 7-17 to 7-39.
Day 2 – Ranger Tactical Tasks/ Nett Warrior	ATP 6-02.53. Appendix I. Par. I-27. Enclosure 2 to Ranger Course Preparation (Handout)
Day 3 – Tactical Combat Casualty Care	DD Form 1380 ATP 3-21.8. Chapter 8. Par. 8-30 to 8-46

ATSH-TPB

SUBJECT: Reading List for Infantry Basic Officer Leader Course

Day 4 – Call for Fire Trainer	ATP 3-09.30. Chapter 4.
Day 5 – Nett Warrior/Leader 1	ADP 6-22. Chapters 1 & 2 Willink. "Extreme Ownership." Ch. 2

3. Baker Company.

Week 6 – Doctrinal Foundations	Reading Assignment
Day 1 – Entrance Exam/Doctrine	Study for Entrance Exam
Day 2 – Machine Gun Theory/ Tie Downs	ATP 3-21.8. Appendix C. Par. C-1 to C-53.
Day 3 – NIM Tour	Howard. "The Use and Abuse of Military History". Luvaas. "Military History: Is It Still Practicable?". Pages 82-97.
Day 4 – Operations in Degraded Environment/CAS/JTAC	D3SOE CALL Handbook 18-28. Chapters 5 and 6
Day 5 – Doctrine Classes/Leader 2	Willink. "Discipline Equals Freedom". Chapter 12. Pages 265 to 274.

Week 7 – Team and Squad Operations	Reading Assignment
Day 1 – Battle Drill Instruction	TC 3-21.76. Pages 8-1 to 8-22.
Day 2 – Battle Drill Rehearsal	ATP 3-21.8. Chapter 4. Par. 4-1 to 4-54.
Day 3 – Battle Drill Rehearsal	TC 3-21.76. Par. 7-46.
Day 4 – Battle Drills/Patrol Base	No Required Reading
Day 5 – Patrol Base/Recovery	No Required Reading

Week 8 – Introduction to Platoon Operations	Reading Assignment
Day 1 – Platoon Battle Drills	ATP 3-21.8. Chapter 4. Par. 4-56 to 4-88.
Day 2 – Platoon Battle Drills	ATP 3-21.8. Chapter 4. Par. 4-89 to 4-185.
Day 3 – Platoon Battle Operations	No Required Reading
Day 4 – Platoon Operations	No Required Reading
Day 5 – Range Cleanup/Recovery	No Required Reading

Week 9 – Defensive Operations	Reading Assignment
Day 1 – Engagement Area Development/Fighting Positions	ATP 3-21.8. Chapter 5. Par. 5-2 to 5-9.
Day 2 – EA Development/Night Operations	No Required Reading
Day 3 – Night Defensive Operations	No Required Reading
Day 4 – Night Defensive Operations	No Required Reading
Day 5 – Recovery	No Required Reading

Week 10 – Troop Leading Procedures 1	Reading Assignment
Day 1 – TLP Classes 1-6	ATP 3-21.8. Chapter 2. Par. 2-17 to 2-22.
Day 2 – TLP Classes 7-10	ATP 3-21.8. Chapter 2. Par. 2-23 to 2-100.
Day 3 – Leader 3/OPORD Refine	ADP 6-22. Chapter 1. Par. 1-3 to 1-9.
Day 4 – OPORD Production	OPORD Production
Day 5 – OPORD Briefs	OPORD Production

Week 11 – Troop Leading Procedures 2	Reading Assignment
Day 1 – Defensive Planning/Enemy Tactics	ATP 3-21.8. Chapter 5. Par. 5-29 to 5-104.
Day 2 – OPORD 2 Production	OPORD Production

ATSH-TPB

SUBJECT: Reading List for Infantry Basic Officer Leader Course

Day 3 – OPORD 2 Production	OPORD Production
Day 4 – OPORD 2 Briefs	OPORD Production
Day 5 – Ethics	Principles of Ethical Conduct Handout

Week 12 – Troop Leading Procedures 3	Reading Assignment
Day 1 – SOSRA/FPOL/Enablers	ATP 3-21.8. Chapter 6. Par. 6-1 to 6-22.
Day 2 – OPORD 3 Production	OPORD Production
Day 3 – OPORD 3 Briefs	OPORD Production
Day 4 – OPORD 3 Rebriefs	ATP 3-21.8. Chapter 4. Par. 4-159 to 4-165.
Day 5 – OPORD 3 Rebriefs	Willink. "Leadership, Strategy and Tactics". Pages 98-107.

4. Chosen Company.

Week 13 – Platoon Operations 1	Reading Assignment
Day 1 – First Hundred Yards/Raid/Ambush	No Required Reading
Day 2 – Leader 4	No Required Reading
Day 3 – Ambush/Attack/Raid PE	No Required Reading
Day 4 – Ambush/Attack/Raid PE	No Required Reading
Day 5 – Recovery	No Required Reading

Week 14 – Patrol Operations 2	Reading Assignment
Day 1 – TLPs/Battle Drill RXL	No Required Reading
Day 2 – Graded Patrols	No Required Reading
Day 3 – Graded Patrols	No Required Reading
Day 4 – Graded Patrols	No Required Reading
Day 5 – Graded Patrols	No Required Reading

Week 15 – Platoon Operations 3	Reading Assignment
Day 1 – Graded Patrols	No Required Reading
Day 2 – Graded Patrols	No Required Reading
Day 3 – Graded Patrols	No Required Reading
Day 4 – Graded Patrols	No Required Reading
Day 5 – Weapons Maintenance	No Required Reading

5. Danger Company.

Week 16 – Team Live Fire/UTM 2	Reading Assignment
Day 1 – Confirm Zero	No Required Reading
Day 2 – Team Blank Fire/Live Fire	No Required Reading
Day 3 – Team Live Fire	No Required Reading
Day 4 – UTM Classes/Production	MCoE Regulation 350-19. Chapters 3, 4 & 5.
Day 5 – UTM Grading	UTM Brief Production

Week 17 – Team BFX/FSCX Sim	Reading Assignment
Day 1 – UTM Walk/ Team BFX	No Required Reading
Day 2 – Team BFX	No Required Reading
Day 3 – VBSS Familiarization	ATP 3-21.8. Appendix B, B-10 to B-16.
Day 4 – VBSS Offense	ATP 3-21.8. Appendix B, B-22 to B-27.
Day 5 – Comprehensive Exam	Study for Comprehensive Exam

ATSH-TPB
SUBJECT: Reading List for Infantry Basic Officer Leader Course

Week 18 – FSCX and TEWT	Reading Assignment
Day 1 – VBSS Offense	ATP 3-21.8 Appendix B, B-31 to B-37.
Day 2 – Range Walk/TLPs	No Required Reading
Day 3 – FSCX	No Required Reading
Day 4 – FSCX	No Required Reading
Day 5 – Honor Hill	No Required Reading

6. The point of contact for this memorandum is CPT Christopher N. Kimball at 706-545-2748, or christopher.n.kimball2.mil@army.mil.

YORK.DANIEL.M
ARK.1264385039

Digitally signed by
YORK.DANIEL.MARK.12643850
39
Date: 2025.10.01 12:52:29 -0400

D. MARK YORK
LTC, IN
Commanding

Enclosure 6. Entrance Exam Study Guide

IBOLC Study Guide: 12JAN2026

1) Topics and References

- a) **Basic Land Navigation:** TC 3-25.26 (15NOV2013)
 - i) Terrain Features
 - ii) Contour Lines
 - iii) Colors on a Military Map

- b) **M4:** TC 3-22.9 (13MAY2016)
 - i) Max Range of M4
 - ii) Effective Range

- c) **M249:** TC 3-22.249 (16MAY2017)
 - i) Max Range of M249
 - ii) Effective Range
 - iii) Rates of Fire

- d) **M240:** TC 3-22.240 (28APR2017)
 - i) Max Range on Bipod
 - ii) Effective Range on Bipod
 - iii) Rates of Fire

- e) **Troop Leading Procedures:** 3-21.8 Chapter 2 (11JAN2024)
 - i) OPORD
 - ii) Mission Statement

- f) **Offense:** 3-21.8 Chapter 4 (11JAN2024)
 - i) Characteristics of the Offense
 - ii) Offensive Operations
 - iii) Forms of Manuever

- g) **Defense:** 3-21.8 Chapter 5 (11JAN2024)
 - i) Characteristics of the Defense
 - ii) Tactical Obstacle Effects
 - iii) Engagement Area Development

- h) **Movement Formations/Movement Techniques:** 3-21.8 Chapter 3 (11JAN2024)
 - i) Wedge, File, Column, Vee, Box, Diamon, Echelon
 - ii) Traveling, Traveling Overwatch, Bounding Overwatch

- i) **Breaching Fundamentals:** 3-21.8 Chapter 6 (11JAN2024)

- j) **Patrols and Patrolling:** 3-21.8 Chapter 7 (11JAN2024)
 - i) Rally Points
 - ii) GOTWA (5-point contingency plan)
 - iii) Patrol Base
 - iv) Combat Patrols
 - v) Raid, Ambush, Attack

- k) **8-step Training Model/Training:** FM 7-0 (14JUN2021)
 - i) Principles of training
 - ii) Mission essential task
 - iii) Name the eight steps
 - iv) Who are the primary trainers

- l) **Fires:** ADP 3-19
 - i) Surface to surface fires

- m) **Mortars:** ATP 3-21.90 (9OCT2019)
 - i) Fire support coordination measures
 - ii) Types of targets
 - iii) Types of indirect fires
 - iv) Max/Min Range of 60mm
 - v) Max/Min Range of 81mm
 - vi) Max/Min Range of 120mm (ground)

- n) **Military Symbols:** FM 1-02.2 (January 2025)
 - i) Friendly Infantry Platoon
 - ii) Friendly Air assault Platoon
 - iii) Friendly Infantry Squad
 - iv) Enemy Infantry Platoon
 - v) Friendly Anti-Armor Platoon
 - vi) Enemy Infantry Battalion
 - vii) Friendly Airborne Infantry Company
 - viii) Checkpoint
 - ix) Phase line
 - x) Limit of Advance
 - xi) Avenue of Approach

o) Tactical Tasks and Graphics: FM 3-90 Appendix A and B (1MAY2023)

- i) Disrupt
- ii) Destroy
- iii) Contain
- iv) Control
- v) Destroy
- vi) Disrupt
- vii) Fix
- viii) Isolate
- ix) Occupy
- x) Support by fire
- xi) Secure