

CURRICULUM PROPOSAL

APPROVAL PAGE

Proposal Title: Adjustment to Military Science Course Numbers and Course Titles

College: Liberal Arts Department: Military Science

DEPARTMENT CHAIR- Lieutenant Colonel James M. Brogan

I have read the enclosed proposal and approve this proposal on behalf of the department.

BROGAN.JAMES.MICHAEL
L.1008626045

Digitally signed by BROGAN.JAMES.MICHAEL 1008626045
DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USA,
cn=BROGAN.JAMES.MICHAEL 1008626045
Date: 2021.10.19 16:01:50 -0600

10/19/2021

Signature

Date

COLLEGE CURRICULUM COMMITTEE CHAIR – Ms. Crystal Herman

I have read the enclosed documents and approve the proposal on behalf of the college curriculum committee.


Signature

12/1/21
Date

COLLEGE DEAN – Dr. Denis O'Hearn

I have read the enclosed documents and approve the proposal on behalf of the college. I certify that the necessary funds will be allocated by the college in support of this proposal.


Signature

12/1/21
Date

UNDERGRADUATE CURRICULUM CHANGE MEMO

Date: 19 October 2021

From: Lieutenant Colonel James M. Brogan, Director of Military Science

Through: Lieutenant Colonel James M. Brogan, Director of Military Science

Through: Professor Denis O'Hearn, Dean of Liberal Arts

To: Chair, Undergraduate Curriculum Committee

Proposal Title: Adjustment to Military Science Course Numbers and Course Titles

Military Science course numbers and titles have not been maintained in the UTEP course catalog in several years, resulting in outdated course titles and inconsistent course numbers, which are causing confusion among students.

The Military Science program is progressive in nature, with Spring semester courses building upon instruction from Fall semester courses and each academic year building upon the previous.

These proposed changes will identify each Military Science course as a unique period of instruction with updated course titles that accurately reflect the material presented in each course. Additionally, changes to course numbers will bring consistency to the Military Science course catalog and simplify the process of planning student progression through the program.

COURSE ADD

All fields below are required

College : Liberal Arts

Department : Military Science

Rationale for adding the course:

Military Science courses have not been updated in several years to reflect the changes in Army leadership doctrine and tactics. The changes to courses are significant enough that new courses should be added rather than provide updates to existing courses.

All fields below are required

Subject Prefix and # MS 1104

Title (29 characters or fewer): Introduction to the Army

Dept. Administrative Code : 2020

[CIP Code](#) 28.0301.00

Departmental Approval Required Yes No

Course Level UG GR DR SP

Course will be taught: Face-to-Face Online Hybrid

How many times may the course be taken for credit? (Please indicate 1-9 times): 1

Should the course be exempt from the "Three Repeat Rule?" Yes No

Grading Mode: Standard Pass/Fail Audit

Description (600 characters maximum):

This course introduces students to the Army and the Profession of Arms. Students will examine the Army Profession and what it means to be a professional in the U.S. Army. The overall focus is on developing basic knowledge and comprehension of the Army Leadership Requirements Model while gaining a complete understanding of the Reserve Officers' Training Corps (ROTC) program, its purpose in the Army, and its advantages for the student. Students also learn to perform basic Soldier skills to survive in a field environment to support their development as an Army leader.

Contact Hours (per week): 1 Lecture Hours 2 Lab Hours Other

Types of Instruction (Schedule Type): Select all that apply

- | | | | |
|---------------------------------------|-------------------|----------------------------|-------------------------------------|
| <input type="checkbox"/> A | Lecture | <input type="checkbox"/> H | Thesis |
| <input checked="" type="checkbox"/> B | Laboratory | <input type="checkbox"/> I | Dissertation |
| <input type="checkbox"/> C | Practicum | <input type="checkbox"/> K | Lecture/Lab Combined |
| <input checked="" type="checkbox"/> D | Seminar | <input type="checkbox"/> O | Discussion or Review (Study Skills) |
| <input type="checkbox"/> E | Independent Study | <input type="checkbox"/> P | Specialized Instruction |
| <input type="checkbox"/> F | Private Lesson | <input type="checkbox"/> Q | Student Teaching |

- Proficiency in the fundamentals of the operations process to enable leaders to understand, visualize, describe, direct, lead, and assess operations
 - Proficiency in critical & creative thinking
3. Operations
- Proficiency in synchronizing all Warfighter Functions in Unified Land Operations in support of Joint Operations
 - Proficiency in understanding the OE across all domains
 - Proficiency in sustainment functions supporting Army Operations
4. Training
- Proficiency in planning, preparing, executing, and assessing training

Students will be evaluated and their progress managed throughout the course, in addition to monitoring the student's understanding of the course content; ensuring students comprehend the learning objectives and are retaining the lesson content.

Course Map

Published as a separate document for students

Learning Objectives and Pre-Class Assignments

L01, Course Overview

L02, The U.S. Army

L03, US Military Customs & Courtesies

L04, Basic Map Reading

L05, Basic Land Navigation

L06, Basic First Aid

L07, Fieldcraft-Preventive Medicine

L08, Profession of Arms (POA)

L09, Seven Army Values & Warrior Ethos

L10, Army Leadership

L11, Individual Movement Techniques (IMT) and Team Formations/Movement

L12, Final Exam

ROTC Course Labs

MS1104 students will participate in the weekly lab sessions. Military Science labs are two-hours in duration each week and allow students to practice lessons and techniques taught in class during a hands-on learning experience.

Below are example Lab Topics. Military Science Lab topics are developed by the Senior Military Science Cadets (MSIV) based upon their experiences during Cadet Summer Training (CST).

LAB 01	<i>Commander's Time</i>
LAB 02	<i>Drill & Ceremonies</i>
LAB 03	<i>Team Building Exercise</i>
LAB 04	<i>Land Navigation I</i>
LAB 05	<i>Land Navigation II</i>
LAB 06	<i>Tactical Combat Casualty Care (TC3)</i>
LAB 07	<i>Fieldcraft</i>
LAB 08	<i>Pre-Combat Checks & Inspections for FTX</i>
LAB 09	<i>Military Communications</i>
LAB 10	<i>Pre-Marksmanship Instruction (PMI)</i>
LAB 11	<i>Individual Movement Techniques (IMT)</i>
LAB 12	<i>Team & Squad Movement Techniques</i>

Requirements**Army ROTC Writing Program**

The Army ROTC Writing Program will provide you with writing opportunities to give you experience in the Army writing style. Army writing is easy to read and understand. It is clear and concise. Readers are able to understand the sender's message quickly and accurately.

The Army writing style is "writing you can understand in a single rapid reading, and is generally free of errors in grammar, mechanics, and usage" and "is clear, concise, organized, and right to the point".

You will develop these skills through a series of writing assignments.

Writing Assignments

Part 1 Journal Paragraphs; write one Journal Paragraph (between 3 to 5 sentences) after each MS100/200 class, that is due at the next scheduled class (unless changed by the cadre). The paragraph will include what the lesson was about and how that lesson will help develop you as an Army officer.

Part 2 Semester Journal Essays; **NOTE:** See Evaluation below.

MS1104/102: The first Essay is due at the start of L07 and the second is due at L12.

Readings

Students are responsible for all assigned and/or optional reading assignments. Students are expected to spend adequate time reading and reflecting on all written materials prior to class.

Class Participation

Students are expected to participate actively in learning through critical reflection, inquiry, dialogue, and group interactions. This includes participating in class discussion, sharing personal perspectives and experiences related to principles discussed in class or reading, and working with fellow students to engage in class and lab exercises.

Quizzes

The class is interactive and uses homework and in-class assignments to evaluate learning. Quizzes are used at the Instructor’s discretion.

Evaluation

There will be formal evaluations during the semester. The first at midterm, and the second at end of term. Cadre will have two options for evaluating students.

Written Knowledge Exam (Midterm/Final Exam)

Mid-Term Exam

A mid-term exam will be given to test the levels of learning achieved by students in the first half of the course.

Final Exam

A cumulative final exam will be given to test the levels of learning achieved by students throughout the course of the semester.

Semester Journal Essay Assignment

Write two Journal Essays using the paragraphs written after each lesson as the foundation for the Semester Journal Essays. Each essay will be between 3 to 5 pages in length. Utilize each of your previous class journal paragraphs, expanding on two or more on how they will develop you as an Army officer. You will need to explain your thoughts on how the class or classes aided in your development. Put this development in context with examples from your life up to now.

Grading

Class Participation	15%
Lesson Assessments	30%
Mid-Term Exam/ Journal Essay Assignment	25%
Final Exam/ Journal Essay Assignment	30%

Solid performance in each area of evaluation is necessary to earn a grade of “B”. The following grading scale will be used based on 100 points possible:

90-100	A
80-89	B
70-79	C
60-69	D

Every attempt will be made to offer adequate written assessments in explaining evaluations. ***All late papers and assignments will receive a 10% reduction in grade.***

Character Development

NOTE: Throughout the year, your individual performance will be evaluated against required MSI-MSIV course end states and developmental outcomes. This evaluation is the PMSs’ assessment of your performance against the Army Leadership Requirements Model (ALRM).

Each Student is responsible and expected to attain (know and do) the respective requirements for each MS Level. The tasks are grouped into the ALRM Attributes and Competencies.

Religious Accommodation

The Army places a high value on the rights of its Soldiers to observe tenets of their respective religions or to observe no religion at all.

The Army will approve requests for accommodation of religious practices unless accommodation will have an adverse impact on unit readiness, individual readiness, unit cohesion, morale, good order, discipline, safety, and/or health.

Requests for religious accommodation generally fall into five major areas:

- Worship practices.
- Dietary practices.
- Medical practices.
- Wear and appearance of the uniform.
- Grooming practices.

For more information please refer to AR 600-20, Army Command Policy, 6 November 2014, Chapter 5, paragraph 5-6.

On-line Conduct

As members of the Army Team, our individual actions and interactions, on and off duty, online and offline reflect on the Army and our values. Every Soldier and Army Civilian is responsible to uphold the Army standards and values; applying all aspects into our lives. This includes our online conduct when communicating with any form of electronic media.

Any type of online misconduct such as; harassment, bullying, hazing, stalking, discrimination, or retaliation that undermines the dignity and respect of another individual, is not consistent with Army Values, will NOT be condoned and subject to criminal, disciplinary, and/or administrative action.

It is every individuals' (Soldier, Army Civilian, contractor, and Family member) duty to understand the laws and regulations pertaining to Online Conduct. It is every leader's responsibility to enforce those laws and regulations pertaining to Online Conduct.

For more information please refer to AR 600-20, Army Command Policy, paras. 1-4, 4-19; Chapter 7; AR 600-100, and the Professionalization of Online Conduct ALARACT.

Inappropriate Relationships

Per Army Directive 2016-17 (Protecting Against Prohibited Relations During Recruiting and Entry-Level Training), and IAW Department of Defense Instructions (DoDI) 1304.33 (Protecting Against Inappropriate Relations During Recruiting and Entry Level Training).

The Army and all Army personnel (including any Army military, civilian, or contractor personnel) will treat each prospect, applicant, recruit, and trainee with dignity and respect as they pursue their aspiration of serving in the military. Army policy prohibits inappropriate relations between recruiters and prospects, applicants, and/or recruits and between trainers providing entry-level training and trainees. At a minimum and as required, the prospect, applicant, recruit, trainee, recruiter, or trainer will complete the following administrative actions. Commanders may add requirements to this list:

(1) Trainers providing entry-level training will sign a DD Form 2982 that acknowledges their understanding of the prohibitions listed in paragraph 5d (of Army Directive 2016-17) and their responsibilities regarding the policies to avoid the inappropriate behaviors and relations outlined in this directive. The DD Form 2982 will be recertified annually. The form will be locally filed and kept for one (1) year after the trainer has left the unit.

(2) At the onset of the first training session, trainers will brief trainees on the policies in this directive and provide information that trainees can use to contact someone in leadership if they wish to report any issue related to a trainer's inappropriate conduct.

(3) Trainees will sign a DD Form 2983 to acknowledge their understanding and responsibilities as outlined in this directive no later than the first day of entry-level training. The DD Form 2983 will be locally filed and kept until six (6) months after the trainee has left the unit.

Sexual Discrimination

Title IX of the Education Amendments Act of 1972 is a federal law that states: No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.

Discriminatory Harassment

Harassment is behavior that is unwelcome or offensive to a reasonable person, whether oral, written, or physical, that creates an intimidating, hostile, or offensive environment. Harassment can occur through electronic communications, including social media, other forms of communication, and in person. Harassment may include offensive jokes, epithets, ridicule or mockery, insults or put-downs, displays of offensive objects or imagery, stereotyping, intimidating acts, veiled threats of violence, threatening or provoking remarks, racial or other slurs, derogatory remarks about a person's accent, or displays of racially offensive symbols. Activities or actions undertaken for a proper military or governmental purpose, such as combat survival training, are not considered harassment.

Discriminatory Harassment is a form of harassment that is unwelcome conduct based on race, color, religion, sex (including gender identity), national origin, or sexual orientation.

The Army will provide equal opportunity and fair treatment for military personnel and Family members without regard to race, color, national origin, religion, sex (including gender identity), or sexual orientation which are known as the Bases of Discrimination.

The Army will also provide an environment free of unlawful discrimination and offensive behavior. The EO Policy applies both on and off post, during duty and non-duty hours, working, living, recreational environments (both on and off-post housing), and utilizing electronic media.

For updated information please refer to AR 600-20, Army Command Policy; 24 July 2020.

Sexual Harassment/Assault

Across the Total Army, we continue to focus on eradicating sexual harassment and sexual assault from our ranks. We must do everything within our power to rid the Army of these crimes. This is a readiness issue that affects our ability to accomplish our mission. Over the past several years, we have placed a high priority on our prevention efforts, and although we are on the right trajectory, we still have significant room to improve. In all components, sexual assault reporting is increasing, which is an indication that our Soldiers trust their leaders to address the situation in a professional manner. We all have a responsibility to look out for one another - there can be no bystanders. Stay alert when the warning signs become present, and if you see something, ACT! Leaders and Soldiers have an ethical obligation to intervene to stop sexual harassment and sexual assault from happening. Those who do not, violate the Nation's trust and the trust of their peers.

For updated information please refer to AR 600-20, Army Command Policy; 24 July 2020.

Prohibited Activities

Military personnel must not actively advocate supremacist, extremist, or criminal gang doctrine, ideology, or causes.

Military personnel must reject active participation in criminal gangs pursuant to section 544 of Public Law 110-181 and in other organizations that advocate supremacist, extremist, or criminal gang doctrine, ideology, or causes.

Prohibited activities include groups or causes that advance, encourage, or advocate illegal discrimination based on race, creed, color, sex, religion, ethnicity, or national origin or those that advance, encourage, or advocate the use of force, violence, or criminal activity or otherwise advance efforts to deprive individuals of their civil rights.

Suicide Prevention

ACE

Ask: Ask a direct question such as, “Are you thinking about committing suicide?”

Care: Demonstrate care and concern by listening actively and offering help. Stay present with the person so they are not left alone

Escort: Escort the person to talk with an RA, a professor, or another professional

Special Needs

The American with Disabilities Act of 1990 requires universities to provide a “reasonable accommodation” to any individual who advises us of a physical or mental disability. If you have a physical or mental limitation that requires an accommodation or an academic adjustment, please arrange a meeting with me at your earliest convenience.

If you have a disability and need classroom accommodations, please contact The Center for Accommodations and Support Services (CASS) at (915) 747-5148, or by email to cass@utep.edu, or visit their office located in UTEP Union East, Room 106. For additional information, please visit the CASS website at <https://www.utep.edu/student-affairs/cass/>.

Office Hours and Appointments

Office Hours are **[insert times available]** I will meet with any student(s) during office hours to discuss assignments, issues, or concerns. I will also make adjustments to my schedule (to meet with you) beyond office hours, if necessary.

Course References

- Course Syllabus (see <https://rotc.blackboard.com>)
- Bb Handouts (<https://rotc.blackboard.com> in each lesson plan)
- Fort Knox Map Sheet & Protractor

Publications

Instructor will provide an updated list of required military publications/references for students at the start of each semester. U.S. Army doctrinal publications are frequently updated as directed by the Department of the Army.

Web Sites

- <https://rotc.blackboard.com>
- <https://atn.army.mil/>
- <https://login.milsuite.mil/>
- <http://cape.army.mil>
- <http://www.army.mil/media/amp/?bctid=114827147001>
- <http://bands.army.mil/music/>
- <http://www.history.army.mil/moh/index.html>

MS1104

- <http://www.army.mil/values/warrior.html>
- http://www.goarmy.com/about/ranks_and_insignia.jsp
- <http://www.youtube.com/user/usarmy>

NOTE: Some of these supplemental training materials/sites may require account set-up prior to gaining access to the resources.

COURSE ADD

All fields below are required

College : Liberal Arts

Department : Military Science

Rationale for adding the course:

Military Science courses have not been updated in several years to reflect the changes in Army leadership doctrine and tactics. The changes to courses are significant enough that new courses should be added rather than provide updates to existing courses.

All fields below are required

Subject Prefix and # MS 1105

Title (29 characters or fewer): Foundations of Leadership

Dept. Administrative Code : 2020

[CIP Code](#) 28.0301.00

Departmental Approval Required Yes No

Course Level UG GR DR SP

Course will be taught: Face-to-Face Online Hybrid

How many times may the course be taken for credit? (Please indicate 1-9 times): 1

Should the course be exempt from the "Three Repeat Rule?" Yes No

Grading Mode: Standard Pass/Fail Audit

Description (600 characters maximum):

MS1105 introduces students to the personal challenges and competencies that are critical for effective leadership. Students learn how the personal development of life skills such as critical thinking, performance and resilience enhancement skills, and communication will benefit them throughout their life and career. Students learn the basics of the communications process and the importance for leader's to develop the essential skills to effectively communicate in the Army. Students will begin learning the basics of squad level tactics that will be reinforced during a weekly lab.

Contact Hours (per week): 1 Lecture Hours 2 Lab Hours Other

Types of Instruction (Schedule Type): Select all that apply

- | | |
|--|--|
| <input type="checkbox"/> A Lecture | <input type="checkbox"/> H Thesis |
| <input checked="" type="checkbox"/> B Laboratory | <input type="checkbox"/> I Dissertation |
| <input type="checkbox"/> C Practicum | <input type="checkbox"/> K Lecture/Lab Combined |
| <input checked="" type="checkbox"/> D Seminar | <input type="checkbox"/> O Discussion or Review (Study Skills) |
| <input type="checkbox"/> E Independent Study | <input type="checkbox"/> P Specialized Instruction |
| <input type="checkbox"/> F Private Lesson | <input type="checkbox"/> Q Student Teaching |

Major	
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**Course Syllabus
Military Science (MS) 1105
Foundations of Leadership
Spring Semester, 2023**

Instructor

Instructor(s):

Email:

Office Phone:

Classroom:

Day:

Time:

Instructor Office Hours:

Course Description

MS1105 introduces students to the personal challenges and competencies that are critical for effective leadership. Students learn how the personal development of life skills such as critical thinking, performance and resilience enhancement skills, and communication will benefit them throughout their life and career. Students learn the basics of the communications process and the importance for leader's to develop the essential skills to effectively communicate in the Army. Students will begin learning the basics of squad level tactics that will be reinforced during a weekly lab facilitated by MS III Students, supervised by MS IVs and Cadre.

Course Design and Format

Students must ensure to thoroughly read and understand the course syllabus, bring any questions to the attention of the cadre as soon as possible. It is the responsibility of the student to learn to perform the lesson learning objectives. This includes completing any study assignments, practical exercises, student readings, and participating in training activities. Students should be encouraged to provide constructive criticism concerning the efficiency and effectiveness of the training and training materials.

This class will be conducted in an interactive manner. Everyone will be responsible for contributing to the success of the learning experience. Students will be expected to participate in a professional, respectful, courteous, and constructive manner. Lectures will be brief and interactive. You will have opportunity for extensive small group discussions and exercises throughout class to apply learning and provide reflection. Time will be given in class to discuss and work on projects and papers. You are encouraged to work together with the instructor in modifying assignments, suggesting agenda, and raising questions for discussion.

The four ALAs and General Learning Outcomes are:

1. Leadership

- Proficiency in creating and sustaining an organizational climate of trust and a shared identity as Army Professionals
- Proficiency in the Army leader attribute and competency categories described in the Leadership Requirements Model
- Proficiency in implementing and sustaining the fundamentals of development

2. Mission Command

- Proficiency in the principles of mission command
- Proficiency in the elements of command and control (C2)

- Proficiency in C2 Warfighter Function tasks and system to integrate elements of combat power
 - Proficiency in the fundamentals of the operations process to enable leaders to understand, visualize, describe, direct, lead, and assess operations
 - Proficiency in critical & creative thinking
3. Operations
- Proficiency in synchronizing all Warfighter Functions in Unified Land Operations in support of Joint Operations
 - Proficiency in understanding the OE across all domains
 - Proficiency in sustainment functions supporting Army Operations
4. Training
- Proficiency in planning, preparing, executing, and assessing training

Students will be evaluated and their progress managed throughout the course, in addition to monitoring the student's understanding of the course content; ensuring students comprehend the learning objectives and are retaining the lesson content.

Course Map

NOTE: Cadre will provide the course map to students.

Overview of Class Sessions

MS1105-L01	MS1105 Course Overview
MS1105-L02	Introduction to Battle Drills
MS1105-L03	Squad Tactics I Basic Components
MS1105-L04	Squad Tactics II Basic Movements
MS1105-L05	Squad Tactics III Basic Patrolling
MS1105-L06	Critical Thinking *
MS1105-L07	AT Level I Awareness
MS1105-L08	Communications Process
MS1105-L09	Persuasive Argument Briefs
MS1105-L10	R2 Performance and Resilience Enhancement (PRE)
MS1105-L11	Army Performance Triad
MS1105-L12	Final Exam

NOTE: * Denotes Take-Home Mid-term Exam

ROTC Course Labs

MS1105 students will participate in the weekly lab sessions. Military Science labs are two-hours in duration each week and allow students to practice lessons and techniques taught in class during a hands-on learning experience.

Below are example Lab Topics. Military Science Lab topics are developed by the Senior Military Science Cadets (MSIV) based upon their experiences during Cadet Summer Training (CST).

LAB 13	<i>Battle Drills I</i>
LAB 14	<i>Battle Drills II</i>
LAB 15	<i>Squad Tactics – Attack</i>
LAB 16	<i>Squad STX (Attack)</i>
LAB 17	<i>Squad Tactics – Ambush</i>
LAB 18	<i>Squad Tactics – Recon</i>
LAB 19	<i>Squad STX (Recon)</i>
LAB 20	<i>Fundamentals of Platoon Operations</i>
LAB 21	<i>Patrol Base Operations</i>
LAB 22	<i>Platoon Tactics – React to Contact</i>
LAB 23	<i>Platoon Tactics – Raid/Ambush</i>
LAB 24	<i>PCC/PCIs for Cadet Summer Training</i>

Requirements

Army ROTC Writing Program

The Army ROTC Writing Program will provide you with writing opportunities to give you experience in the Army writing style. Army writing is easy to read and understand. It is clear and concise. Readers are able to understand the sender's message quickly and accurately.

The Army writing style is “writing you can understand in a single rapid reading, and is generally free of errors in grammar, mechanics, and usage” and “is clear, concise, organized, and right to the point”.

You will develop these skills through a series of writing assignments.

NOTE: Students refer to AR 600-20 Army Command Policy, 24 July 2020 for instructions about the Army Writing Style.

Readings

Students are responsible for all assigned and/or optional reading assignments. Students are expected to spend adequate time reading and reflecting on all written materials prior to class.

Class Participation

Students are expected to participate actively in learning through critical reflection, inquiry, dialogue, and group interactions. This includes participating in class discussion, sharing personal perspectives and experiences related to principles discussed in class or reading, and working with fellow students to engage in class and lab exercises.

Quizzes

The class is interactive and uses homework and in-class assignments to evaluate learning. Quizzes are used at the instructor's discretion.

Mid-Term Exam (Written Knowledge)

A mid-term exam will be given to evaluate the students' knowledge level achieved for the curriculum materials presented during the first half of the course.

Final Exam (Written Knowledge)

A cumulative final exam will be given to evaluate the students' knowledge level achieved for all curriculum materials presented from the entire semester.

Evaluation and Grading

Class Participation	15%
Assignments (Lesson Assessments/Practical Exercises/Quizzes)	30%
Mid-Term Exam	25%
Final Exam	30%

Solid performance in each area of evaluation is necessary to earn a grade of "B". The following grading scale will be used based on 100 points possible:

90-100	A
80-89	B
70-79	C
60-69	D

NOTE: Every attempt will be made to offer adequate written assessments in explaining evaluations. ***All late papers and assignments will receive a 10% reduction in grade.***

Character Development

NOTE: Throughout the year, your individual performance will be evaluated against required MSI-MSIV course end states and developmental outcomes. This evaluation is the PMSs' assessment of your performance against the Army Leadership Requirements Model (ALRM).

Each Student is responsible and expected to attain (know and do) the respective requirements for each MS Level. The tasks are grouped into the ALRM Attributes and Competencies.

Religious Accommodation

The Army places a high value on the rights of its Soldiers to observe tenets of their respective religions or to observe no religion at all.

The Army will approve requests for accommodation of religious practices unless accommodation will have an adverse impact on unit readiness, individual readiness, unit cohesion, morale, good order, discipline, safety, and/or health.

Requests for religious accommodation generally fall into five major areas:

- Worship practices.
- Dietary practices.
- Medical practices.
- Wear and appearance of the uniform.
- Grooming practices.

For more information please refer to AR 600-20, Army Command Policy, 6 November 2014, Chapter 5, paragraph 5-6.

On-line Conduct

As members of the Army Team, our individual actions and interactions, on and off duty, online and offline reflect on the Army and our values. Every Soldier and Army Civilian is responsible to uphold the Army standards and values; applying all aspects into our lives. This includes our online conduct when communicating with any form of electronic media.

Any type of online misconduct such as; harassment, bullying, hazing, stalking, discrimination, or retaliation that undermines the dignity and respect of another individual, is not consistent with Army Values, will NOT be condoned and subject to criminal, disciplinary, and/or administrative action.

It is every individuals' (Soldier, Army Civilian, contractor, and Family member) duty to understand the laws and regulations pertaining to Online Conduct. It is every leader's responsibility to enforce those laws and regulations pertaining to Online Conduct.

For more information please refer to AR 600-20, Army Command Policy, para 1-4, 4-19, Chapter 7, and AR 600-100.

Inappropriate Relationships

Per Army Directive 2016-17 (Protecting Against Prohibited Relations During Recruiting and Entry-Level Training), and IAW Department of Defense Instructions (DoDI) 1304.33 (Protecting Against Inappropriate Relations During Recruiting and Entry Level Training).

The Army and all Army personnel (including any Army military, civilian, or contractor personnel) will treat each prospect, applicant, recruit, and trainee with dignity and respect as they pursue their aspiration of serving in the military. Army policy prohibits inappropriate relations between recruiters and prospects, applicants, and/or recruits and between trainers providing entry-level training and trainees. At a minimum and as required, the prospect, applicant, recruit, trainee, recruiter, or trainer will complete the following administrative actions. Commanders may add requirements to this list:

- (1) Trainers providing entry-level training will sign a DD Form 2982 that acknowledges their understanding of the prohibitions listed in paragraph 5d (of Army Directive 2016-17) and their responsibilities regarding the policies to avoid the inappropriate behaviors and relations outlined in this directive. The DD Form 2982 will be recertified annually. The form will be locally filed and kept for one (1) year after the trainer has left the unit.
- (2) At the onset of the first training session, trainers will brief trainees on the policies in this directive and provide information that trainees can use to contact someone in leadership if they wish to report any issue related to a trainer's inappropriate conduct.

(3) Trainees will sign a DD Form 2983 to acknowledge their understanding and responsibilities as outlined in this directive no later than the first day of entry-level training. The DD Form 2983 will be locally filed and kept until six (6) months after the trainee has left the unit.

Sexual Discrimination

Title IX of the Education Amendments Act of 1972 is a federal law that states: No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.

Discriminatory Harassment

Harassment is behavior that is unwelcome or offensive to a reasonable person, whether oral, written, or physical, that creates an intimidating, hostile, or offensive environment. Harassment can occur through electronic communications, including social media, other forms of communication, and in person. Harassment may include offensive jokes, epithets, ridicule or mockery, insults or put-downs, displays of offensive objects or imagery, stereotyping, intimidating acts, veiled threats of violence, threatening or provoking remarks, racial or other slurs, derogatory remarks about a person's accent, or displays of racially offensive symbols. Activities or actions undertaken for a proper military or governmental purpose, such as combat survival training, are not considered harassment.

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The Army will also provide an environment free of unlawful discrimination and offensive behavior. The EO Policy applies both on and off post, during duty and non-duty hours, working, living, recreational environments (both on and off-post housing), and utilizing electronic media.

For updated information please refer to AR 600-20, Army Command Policy; 24 July 2020.

Sexual Harassment/Assault

Across the Total Army, we continue to focus on eradicating sexual harassment and sexual assault from our ranks. We must do everything within our power to rid the Army of these crimes. This is a readiness issue that affects our ability to accomplish our mission. Over the past several years, we have placed a high priority on our prevention efforts, and although we are on the right trajectory, we still have significant room to improve. In all components, sexual assault reporting is increasing, which is an indication that our Soldiers trust their leaders to address the situation in a professional manner. We all have a responsibility to look out for one another - there can be no bystanders. Stay alert when the warning signs become present, and if you see something, ACT! Leaders and Soldiers have an ethical obligation to intervene to stop sexual harassment and sexual assault from happening. Those who do not, violate the Nation's trust and the trust of their peers.

For updated information please refer to AR 600-20, Army Command Policy; 24 July 2020.

Prohibited Activities

Military personnel must not actively advocate supremacist, extremist, or criminal gang doctrine, ideology, or causes.

Military personnel must reject active participation in criminal gangs pursuant to section 544 of Public Law 110-181 and in other organizations that advocate supremacist, extremist, or criminal gang doctrine, ideology, or causes.

Prohibited activities include groups or causes that advance, encourage, or advocate illegal discrimination based on race, creed, color, sex, religion, ethnicity, or national origin or those that advance, encourage, or advocate the use of force, violence, or criminal activity or otherwise advance efforts to deprive individuals of their civil rights.

Suicide Prevention

ACE

Ask: Ask a direct question such as, “Are you thinking about committing suicide?”

Care: Demonstrate care and concern by listening actively and offering help. Stay present with the person so they are not left alone

Escort: Escort the person to talk with an RA, a professor, or another professional

Special Needs

The American with Disabilities Act of 1990 requires universities to provide a “reasonable accommodation” to any individual who advises us of a physical or mental disability. If you have a physical or mental limitation that requires an accommodation or an academic adjustment, please arrange a meeting with me at your earliest convenience.

If you have a disability and need classroom accommodations, please contact The Center for Accommodations and Support Services (CASS) at (915) 747-5148, or by email to cass@utep.edu, or visit their office located in UTEP Union East, Room 106. For additional information, please visit the CASS website at <https://www.utep.edu/student-affairs/cass/>.

Office Hours and Appointments

Office Hours are **[insert times available]** I will meet with any student(s) during office hours to discuss assignments, issues, or concerns. I will also make adjustments to my schedule (to meet with you) beyond office hours, if necessary.

Course Publications

<u>Number</u>	<u>Title</u>	<u>Date</u>	<u>Additional Information</u>
ADP			
ADP 1	The Army	07/31/2019	

ADP 2-0	Intelligence	07/31/2019	
ADP 3-0	Operations	07/31/2019	
ADP 3-07	Stability	07/31/2019	
ADP 3-09	Fires	07/31/2019	
ADP 3-28	Defense Support of Civil Authorities	07/31/2019	
ADP 3-37	Protection	07/31/2019	
ADP 3-90	Offense and Defense	07/31/2019	
ADP 4-0	Sustainment	07/31/2019	
ADP 5-0	The Operations Process	07/31/2019	
ADP 6-0	Mission Command; Command and Control of Army Forces	07/31/2019	
ADP 6-22	Army Leadership and the Profession	07/31/2019	w/c1, Nov 19
ATP			
ATP 2-33.4	Intelligence Analysis	01/10/2020	
ATP 3-07.5	Stability Techniques	08/31/2012	
ATP 3-21.8	Infantry Platoon and Squad	04/12/2016	w/C1, 08/23/2016
ATP 3-21.10	Infantry Rifle Company	05/14/2018	
ATP 3-50.21	Survival	09/18/2018	
ATP 5-19	Risk Management	Apr 2014	w/C1, 12 Sep 2014
ATP 6-22.1	Counseling Process	07/01/2014	
ATP 6-22.6	Army Team Building	10/30/2015	
JP			
JP 3-0	Joint Operations	01/17/2017	w/c1, Oct 2018
FM			
FM 1-02.1	Operational Terms	09 Mar 21	
FM 1-02.2	Military Symbols	10 Nov 2020	
FM 3-90-1 V1	Offense and Defense	03/22/2013	(w/C2 2015)
FM 3-96	Brigade Combat Team	10/08/2015	
FM 6-0	Commanders and Staff Organization and Operations	05 May 2014	(w/C2 2016)
FM 6-22	Leader Development	06/30/2015	
FM 7-22	Holistic Health and Fitness	01 Oct 2020	w/c1, 08 Oct 2020
FM 6-27	The Commander's Handbook on the Law of Land Warfare	08/07/2019	w/C1
STP			
STP 21-1 SMCT	Warrior Skills Level 1	07 Sep 2021	
STP 21-24 SMCT	Warrior Leaders Skills Level 2, 3, and 4	9 Sep 2008	

TC			
TC 3-21.5	Drill and Ceremony	01/20/2012	
TC 3-21.60	Visual Signals	03/17/2017	
TC 3-21.76	Ranger Handbook	04/26/2017	
TC 3-22.9	Rifle and Carbine	13 May 2016	w/C2, 2017
TC 3-22.9 S	Rifle Gold Book		
TC 3-25.26	Map Reading and Land Navigation	11/15/2013	
TC 4-02.1	First Aid	01/21/2016	w/C2, 2018
TC 4-02.3	Field Hygiene and Sanitation	05/06/2015	
TC 7-21.13	The Soldiers Guide	11/30/2015	
TC 7-22.7	NCO Guide	01/01/2020	
AR			
AR 25-30	Army Publishing Program	14 Jun 2021	
AR 25-50	Preparing and Managing Correspondence	10/10/2020	
AR 350-53	Comprehensive Soldier and Family Fitness	06/19/2014	C1
AR 600-9	The Army Body Composition Program		
AR 600-20	Army Command Policy	08/24/2020	
AR 600-25	Salutes, Honors and Courtesy	09/10/2019	
AR 600-100	Army Profession and Leadership Policy	04/05/2017	
AR 623-3	Evaluation Reporting System	14 Jun 2019	
AR 670-1	Wear and Appearance of Uniforms and Insignia	26 Jan 2021	
DA PAM/ FORMS			
DA PAM 623-3	Evaluation Reporting System	27 Sep 2019	
DA Form 4856	Developmental Counseling Form	July 2014	
DoD Dir			
DoDD 2311.01E	DoD Law of War Program	May 2006	
DoDD 3002.01	Personnel Recovery	16 Apr 2009	C2 24 May 2017
DODI O-3002.05	PR Education and Training	2016	
EO 10631	Code of Conduct	1955	
TR PAM/ REGs			
	Army Performance Triad P3 Textbook Guide	18 Feb 2015	
USACC			
USACC Circular 145-5	Student Summer Training Preparation		USACC Sharepoint
CCR 145-3	ROTC Pre-commissioning Training and Leadership Development	2019	USACC Sharepoint
GUIDES/HB/Misc			

	The Army Profession (Pamphlet)	2018	
	Federal Plain Language Guidelines	March 2011	Rev May 2011
	Action Officer Staff Writing Guide	02/2013	
GTA 07-71-001	Combat Skills for Small Unit Leaders	April 2018	
CJCS Guide 5260	A Self-Help Guide to Antiterrorism	10 June 2013	

Additional Readings:

- Bennis, W. G., & Nanus, B. (1985). Leaders: The strategies for taking charge. New York: Harper & Row Publishers.
- Bennis, W. G. (2003). On becoming a leader. New York: Basic Books.
- Bennis, W. G., & Thomas, R. J. (2002). Geeks & Geezers: How era, values, and defining moments shape leaders. Boston: Harvard Business School Press.
- Burns, J. M. (1978). Leadership. New York: Harper & Row Publishers.
- Gardner, J. W. (1990). On leadership. New York: The Free Press.
- Kotter, J. P. (1996). Leading change. Boston: Harvard Business School Press.
- Wong, L. (2004). Developing adaptive leaders: The crucible experience of Operation Iraqi Freedom. Carlisle Barracks, PA: Strategic Studies Institute.
- Timothy A. Judge and Ronald F. Piccolo. Transformational and Transactional Leadership: A Meta-Analytic Test of Their Relative Validity
- Desire Gieseman. Military Review, Sep-Oct 2015, Effective Writing for Army Leaders
- Decker, Bert. *The Art of Communicating*, Course Technology, Inc. May 1997.

Further Reading Publications:

For additional leadership references see Suggested Readings, published by the Center for the Army Profession and Leadership (CAPL) at <https://capl.army.mil/>, the Student Command Reading List at <https://army.deps.mil/army/cmds/USACC/Lists/Announcements/Attachments/54/Commanders%20Professional%20Reading%20List.doc> or, the U.S. Army Chief of Staff's Professional Reading List, United States Army Center for Military History, found at: <https://www.army.mil/leaders/csa/readinglist/>

COURSE ADD

All fields below are required

College : Liberal Arts

Department : Military Science

Rationale for adding the course:

Military Science courses have not been updated in several years to reflect the changes in Army leadership doctrine and tactics. The changes to courses are significant enough that new courses should be added rather than provide updates to existing courses.

All fields below are required

Subject Prefix and # MS 2201

Title (29 characters or fewer): Leadership and Ethics

Dept. Administrative Code : 2020

[CIP Code](#) 28.0301.00

Departmental Approval Required Yes No

Course Level UG GR DR SP

Course will be taught: Face-to-Face Online Hybrid

How many times may the course be taken for credit? (Please indicate 1-9 times): 1

Should the course be exempt from the "Three Repeat Rule?" Yes No

Grading Mode: Standard Pass/Fail Audit

Description (600 characters maximum):

The course adds depth to the students' knowledge of the different leadership styles. Students will conduct a leadership analysis of famous leaders and self-assessment of their own leadership style. The Army Profession is also stressed through understanding values, ethics and how to apply both to different situations they may encounter as a leader. Army Values and Ethics and their relationship to the Law of Land Warfare and philosophy of military service are also stressed. Students are then required to apply their knowledge outside the classroom in a hands-on performance-oriented lab.

Contact Hours (per week): 2 Lecture Hours 2 Lab Hours Other

Types of Instruction (Schedule Type): Select all that apply

- | | |
|--|--|
| <input type="checkbox"/> A Lecture | <input type="checkbox"/> H Thesis |
| <input checked="" type="checkbox"/> B Laboratory | <input type="checkbox"/> I Dissertation |
| <input type="checkbox"/> C Practicum | <input type="checkbox"/> K Lecture/Lab Combined |
| <input checked="" type="checkbox"/> D Seminar | <input type="checkbox"/> O Discussion or Review (Study Skills) |
| <input type="checkbox"/> E Independent Study | <input type="checkbox"/> P Specialized Instruction |
| <input type="checkbox"/> F Private Lesson | <input type="checkbox"/> Q Student Teaching |

Fields below if applicable

If course is taught during a part of term in addition to a full 16-week term please indicate the length of the course (ex., 8 weeks):

TCCN (Use for lower division courses) :

Prerequisite(s):		
Course Number/ Placement Test	Minimum Grade Required/ Test Scores	Concurrent Enrollment Permitted? (Y/N)

Corequisite Course(s):

Equivalent Course(s):

Restrictions:	
Classification	

Major	
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**Course Syllabus
Military Science (MS) 2201
Leadership and Ethics
Fall Semester, 2022**

Instructor

Instructor(s): Email: Office Phone:

Classroom: Day: Time:

Instructor Office Hours:

Course Description

MS2201 focuses on leadership and ethics. The course adds depth to the students' knowledge of the different leadership styles. Students will conduct a leadership analysis of famous leaders and self-assessment of their own leadership style. The Army Profession is also stressed through understanding values, ethics and how to apply both to different situations they may encounter as a leader. Army Values and Ethics and their relationship to the Law of Land Warfare and philosophy of military service are also stressed. Students are then required to apply their knowledge outside the classroom in a hands-on performance-oriented environment during a weekly lab facilitated by MSIII Students, supervised by MSIV's and cadre.

Course Design and Format

This class will be conducted in an interactive manner. Everyone will be responsible for contributing to the success of the learning experience. Students will be expected to participate in a professional, respectful, courteous, and constructive manner. Lectures will be brief and interactive. You will have opportunity for extensive small group discussions and exercises throughout class to apply learning and provide reflection. Time will be given in class to discuss and work on projects and papers.

The four ALAs and General Learning Outcomes are:

1. Leadership
 - Proficiency in creating and sustaining an organizational climate of trust and a shared identity as Army Professionals
 - Proficiency in the Army leader attribute and competency categories described in the Leadership Requirements Model
 - Proficiency in implementing and sustaining the fundamentals of development

2. Mission Command
 - Proficiency in the principles of mission command
 - Proficiency in the elements of command and control (C2)
 - Proficiency in C2 Warfighter Function tasks and system to integrate elements of combat power
 - Proficiency in the fundamentals of the operations process to enable leaders to understand, visualize, describe, direct, lead, and assess operations
 - Proficiency in critical & creative thinking

3. Operations

- Proficiency in synchronizing all Warfighter Functions in Unified Land Operations in support of Joint Operations
- Proficiency in understanding the OE across all domains
- Proficiency in sustainment functions supporting Army Operations

4. Training

- Proficiency in planning, preparing, executing, and assessing training

Students will be evaluated and their progress managed throughout the course, in addition to monitoring the student's understanding of the course content; ensuring students comprehend the learning objectives and are retaining the lesson content.

Course Map

Published as a separate document for students

Learning Objectives and Pre-Class Assignments

L01, Course Overview

L02, Cultural Awareness

L03, Team Building

L04, Writing in the Army Style

L05, Fundamentals of Leadership

L06, Adaptive Leadership; Leaders in History

L07, Intermediate Map Reading

L08, Intermediate Land Navigation

L09, Leadership Analysis; ALRM

L10, Assessing Your Own Leadership

L11, Intermediate First Aid

L12, First Aid PE

L13, Army Briefings

L14, Army Briefings PE

L15, Leadership Capstone Presentations

L16, Law of Land Warfare

L17, Law of Land Warfare Case Study

L18, Communications-Reports

L19, Moral Dimensions of Conflict

L20, Ethical Reasoning

L21, Situational Ethics

L22, Apply the Army Values

L23, Code of Conduct

L24, Final Exam Semester Evaluation (End-term)

ROTC Course Labs

MS2201 students will participate in the weekly lab sessions. Military Science labs are two-hours in duration each week and allow students to practice lessons and techniques taught in class during a hands-on learning experience.

Below are example Lab Topics. Military Science Lab topics are developed by the Senior Military Science Cadets (MSIV) based upon their experiences during Cadet Summer Training (CST).

LAB 01	<i>Commander's Time</i>
LAB 02	<i>Drill & Ceremonies</i>
LAB 03	<i>Team Building Exercise</i>
LAB 04	<i>Land Navigation I</i>
LAB 05	<i>Land Navigation II</i>
LAB 06	<i>Tactical Combat Casualty Care (TC3)</i>
LAB 07	<i>Fieldcraft</i>
LAB 08	<i>Pre-Combat Checks & Inspections for FTX</i>
LAB 09	<i>Military Communications</i>
LAB 10	<i>Pre-Marksmanship Instruction (PMI)</i>
LAB 11	<i>Individual Movement Techniques (IMT)</i>
LAB 12	<i>Team & Squad Movement Techniques</i>

Requirements

Army ROTC Writing Program

The Army ROTC Writing Program will provide you with writing opportunities to give you experience in the Army writing style. Army writing is easy to read and understand. It is clear and concise. Readers are able to understand the sender’s message quickly and accurately.

The Army writing style is “writing you can understand in a single rapid reading, and is generally free of errors in grammar, mechanics, and usage” and “is clear, concise, organized, and right to the point”.

You will develop these skills through a series of assignments. You will write one paragraph after each ML100 and 200 class that is due at the next scheduled class. The paragraph will include what the lesson was about and how that lesson will help develop you as an Army Officer.

You will use these paragraphs as a foundation for two Semester Journal Essay Assignments. The first essay is due at the start of lesson 13 and the second is due at lesson 24. Each essay will expand on one or two of your previous classes and how they will develop you as an Army officer. You will need to explain your thoughts on how the class or classes aided in your development. Put this development in context with examples from your life up to now. Each essay will be between 3 to 5 pages in length. Students will receive additional information about this requirement.

Readings

Students are responsible for all assigned and/or optional reading assignments. Students are expected to spend adequate time reading and reflecting on all written materials prior to class.

Class Participation

Students are expected to participate actively in learning through critical reflection, inquiry, dialogue, and group interactions. This includes participating in class discussion, sharing personal perspectives and experiences related to principles discussed in class or reading, and working with fellow students to engage in class and lab exercises.

Quizzes

The class is interactive and uses homework and in-class assignments to evaluate learning. Quizzes are used at the Instructor’s discretion.

Mid-Term Exam (Written Knowledge)

A mid-term exam will be given to test the levels of learning achieved by students in the first half of the course.

Final Exam (Written Knowledge)

A cumulative final exam will be given to test the levels of learning achieved by students throughout the course of the semester.

Grading

Class Participation	25%
Lesson Assessments	15%
Semester Evaluations:	
Journal Essay Assignment	15%
Journal Essay Assignment	15%
Final Exam	20%

Leadership Capstone 10%

Solid performance in each area of evaluation is necessary to earn a grade of “B”. The following grading scale will be used based on 100 points possible:

[Check your University Grading Scale]

90-100	A
80-89	B
70-79	C
60-69	D

Every attempt will be made to offer adequate written assessments in explaining evaluations. ***All late papers and assignments will receive a 10% reduction in grade.***

Collaboration

You are encouraged to work together with the instructor in modifying assignments, suggesting agenda, and raising questions for discussion.

Character Development

NOTE: Throughout the year, your individual performance will be evaluated against required MSI-MSIV course end states and developmental outcomes. This evaluation is the PMSs’ assessment of your performance against the Army Leadership Requirements Model (ALRM) rubric of performance indicators.

Each Student is responsible and expected to attain (know and do) the respective requirements for each MS Level. The tasks are grouped into the ALRM Attributes and Competencies.

Religious Accommodation

The Army places a high value on the rights of its Soldiers to observe tenets of their respective religions or to observe no religion at all.

The Army will approve requests for accommodation of religious practices unless accommodation will have an adverse impact on unit readiness, individual readiness, unit cohesion, morale, good order, discipline, safety, and/or health.

Requests for religious accommodation generally fall into five major areas:

- Worship practices.
- Dietary practices.
- Medical practices.
- Wear and appearance of the uniform.
- Grooming practices.

For updated information please refer to AR 600-20, Army Command Policy; 24 July 2020.

On-line Conduct

As members of the Army Team, our individual actions and interactions, on and off duty, online and offline reflect on the Army and our values. Every Soldier and Army Civilian is responsible to uphold the Army standards and

values; applying all aspects into our lives. This includes our online conduct when communicating with any form of electronic media.

Any type of online misconduct such as; harassment, bullying, hazing, stalking, discrimination, or retaliation that undermines the dignity and respect of another individual, is not consistent with Army Values, will NOT be condoned and subject to criminal, disciplinary, and/or administrative action.

It is every individuals' (Soldier, Army Civilian, contractor, and Family member) duty to understand the laws and regulations pertaining to Online Conduct. It is every leader's responsibility to enforce those laws and regulations pertaining to Online Conduct.

For updated information please refer to AR 600-20, Army Command Policy; 24 July 2020, and AR 600-100.

Inappropriate Relationships

Per Army Directive (Protecting Against Prohibited Relations During Recruiting and Entry-Level Training and IAW Department of Defense Instructions (DoDI) 1304.33 (Protecting Against Inappropriate Relations During Recruiting and Entry Level Training).

The Army and all Army personnel (including any Army military, civilian, or contractor personnel) will treat each prospect, applicant, recruit, and trainee with dignity and respect as they pursue their aspiration of serving in the military. Army policy prohibits inappropriate relations between recruiters and prospects, applicants, and/or recruits, and between trainers providing entry-level training and trainees.

For updated information please refer to AR 600-20, Army Command Policy; 24 July 2020.

Discriminatory Harassment

Harassment is behavior that is unwelcome or offensive to a reasonable person, whether oral, written, or physical, that creates an intimidating, hostile, or offensive environment. Harassment can occur through electronic communications, including social media, other forms of communication, and in person. Harassment may include offensive jokes, epithets, ridicule or mockery, insults or put-downs, displays of offensive objects or imagery, stereotyping, intimidating acts, veiled threats of violence, threatening or provoking remarks, racial or other slurs, derogatory remarks about a person's accent, or displays of racially offensive symbols. Activities or actions undertaken for a proper military or governmental purpose, such as combat survival training, are not considered harassment.

Discriminatory Harassment is a form of harassment that is unwelcome conduct based on race, color, religion, sex (including gender identity), national origin, or sexual orientation.

The Army will provide equal opportunity and fair treatment for military personnel and Family members without regard to race, color, national origin, religion, sex (including gender identity), or sexual orientation which are known as the Bases of Discrimination.

The Army will also provide an environment free of unlawful discrimination and offensive behavior. The EO Policy applies both on and off post, during duty and non-duty hours, working, living, recreational environments (both on and off-post housing), and utilizing electronic media.

For updated information please refer to AR 600-20, Army Command Policy; 24 July 2020.

Prohibited Activities

- Military personnel must not actively advocate supremacist, extremist, or criminal gang doctrine, ideology, or causes
- Military personnel must reject active participation in criminal gangs pursuant to section 544 of Public Law 110-181 and in other organizations that advocate supremacist, extremist, or criminal gang doctrine, ideology, or causes
- Prohibited activities include groups or causes that advance, encourage, or advocate illegal discrimination based on race, creed, color, sex, religion, ethnicity, or national origin or those that advance, encourage, or advocate the use of force, violence, or criminal activity or otherwise advance efforts to deprive individuals of their civil rights

For updated information please refer to AR 600-20, Army Command Policy; 24 July 2020.

Sexual Harassment/Assault

Across the Total Army, we continue to focus on eradicating sexual harassment and sexual assault from our ranks. We must do everything within our power to rid the Army of these crimes. This is a readiness issue that affects our ability to accomplish our mission. Over the past several years, we have placed a high priority on our prevention efforts, and although we are on the right trajectory, we still have significant room to improve. In all components, sexual assault reporting is increasing, which is an indication that our Soldiers trust their leaders to address the situation in a professional manner. We all have a responsibility to look out for one another - there can be no bystanders. Stay alert when the warning signs become present, and if you see something, ACT! Leaders and Soldiers have an ethical obligation to intervene to stop sexual harassment and sexual assault from happening. Those who do not, violate the Nation's trust and the trust of their peers.

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Suicide Prevention

ACE

Ask: Ask a direct question such as, "Are you thinking about committing suicide?"

Care: Demonstrate care and concern by listening actively and offering help. Stay present with the person so they are not left alone

Escort: Escort the person to talk with an RA, a professor, or another professional

Special Needs

The American with Disabilities Act of 1990 requires universities to provide a "reasonable accommodation" to any individual who advises us of a physical or mental disability. If you have a physical or mental limitation that requires an accommodation or an academic adjustment, please arrange a meeting with me at your earliest convenience.

If you have a disability and need classroom accommodations, please contact The Center for Accommodations and Support Services (CASS) at (915) 747-5148, or by email to cass@utep.edu, or visit their office located in UTEP Union East, Room 106. For additional information, please visit the CASS website at <https://www.utep.edu/student-affairs/cass/>.

Office Hours and Appointments

Office Hours are [*insert times available*] I will meet with any student(s) during office hours to discuss assignments, issues, or concerns. I will also make adjustments to my schedule (to meet with you) beyond office hours, if necessary.

Course References

- Course Syllabus (see <https://rotc.blackboard.com>)
- Bb Handouts (<https://rotc.blackboard.com> in each lesson plan)
- Fort Knox Map Sheet & Protractor

Publications

Instructor will provide an updated list of required military publications/references for students at the start of each semester. U.S. Army doctrinal publications are frequently updated as directed by the Department of the Army.

Web Sites

- <https://rotc.blackboard.com>
- <https://atn.army.mil/>
- http://armypubs.army.mil/doctrine/active_fm.html
- <https://login.milsuite.mil/>
- <http://centerforplainlanguage.org/>
- <http://capl.army.mil>
- <http://www.acep.army.mil/pdf/MRT-C%20Goal%20Book.pdf>
- <http://www.preventsexualassault.army.mil/>
- <http://www.army.mil/media/amp/?bctid=114827147001>
- <http://www.history.army.mil/moh/index.html>
- <http://www.army.mil/values/warrior.html>
- <http://www.bbc.co.uk/ethics/war>
- <http://www.youtube.com/user/usarmy>
- <https://platoonleader.net/>
- <http://platoonleader.army.mil/>

COURSE ADD

All fields below are required

College : Liberal Arts

Department : Military Science

Rationale for adding the course:

Military Science courses have not been updated in several years to reflect the changes in Army leadership doctrine and tactics. The changes to courses are significant enough that new courses should be added rather than provide updates to existing courses.

All fields below are required

Subject Prefix and # MS 2203

Title (29 characters or fewer): Introduction to the Army

Dept. Administrative Code : 2020

[CIP Code](#) 28.0301.00

Departmental Approval Required Yes No

Course Level UG GR DR SP

Course will be taught: Face-to-Face Online Hybrid

How many times may the course be taken for credit? (Please indicate 1-9 times): 1

Should the course be exempt from the "Three Repeat Rule?" Yes No

Grading Mode: Standard Pass/Fail Audit

Description (600 characters maximum):

The course begins with analytical techniques, creative thinking skills and the Army problem solving process as related to situations faced by leaders when making decisions. TLPs and OPORD will lead Cadets to an understanding of Army Doctrine and Symbology. Squad tactics will be covered in classes on Unified Land Operations, Offensive Operations and Defensive Operations. Cadets are then required to apply their knowledge outside the classroom in a hands-on performance-oriented environment during a weekly lab.

Contact Hours (per week): 2 Lecture Hours 2 Lab Hours Other

Types of Instruction (Schedule Type): Select all that apply

- | | |
|--|--|
| <input type="checkbox"/> A Lecture | <input type="checkbox"/> H Thesis |
| <input checked="" type="checkbox"/> B Laboratory | <input type="checkbox"/> I Dissertation |
| <input type="checkbox"/> C Practicum | <input type="checkbox"/> K Lecture/Lab Combined |
| <input checked="" type="checkbox"/> D Seminar | <input type="checkbox"/> O Discussion or Review (Study Skills) |
| <input type="checkbox"/> E Independent Study | <input type="checkbox"/> P Specialized Instruction |
| <input type="checkbox"/> F Private Lesson | <input type="checkbox"/> Q Student Teaching |

Fields below if applicable

If course is taught during a part of term in addition to a full 16-week term please indicate the length of the course (ex., 8 weeks):

TCCN (Use for lower division courses) :

Prerequisite(s):		
Course Number/ Placement Test	Minimum Grade Required/ Test Scores	Concurrent Enrollment Permitted? (Y/N)

Corequisite Course(s):

Equivalent Course(s):

Restrictions:	
Classification	
Major	

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Course Syllabus
Military Science (MS) 2203
Introduction to the Army
Spring Semester, 2023

Instructor

Instructor(s):

Email:

Office Phone:

Classroom:

Day:

Time:

Instructor Office Hours:

Course Description

MS2203 focuses on Army Doctrine and Decision Making. The course begins with analytical techniques, creative thinking skills and the Army problem solving process as related to situations faced by leaders when making decisions. TLPs and OPORD will lead Cadets to an understanding of Army Doctrine and Symbology. Squad tactics will be covered in classes on Unified Land Operations, Offensive Operations and Defensive Operations. Cadets are then required to apply their knowledge outside the classroom in a hands-on performance-oriented environment during a weekly lab facilitated by MSL III Cadets and supervised by cadre.

Course Design and Format

This class will be conducted in an interactive manner. Everyone will be responsible for contributing to the success of the learning experience. Cadets will be expected to participate in a professional, respectful, courteous, and constructive manner. Lectures will be brief and interactive. You will have opportunity for extensive small group discussions and exercises throughout class to apply learning and provide reflection. Time will be given in class to discuss and work on projects and papers.

The four ALAs and General Learning Outcomes are:

1. Leadership

- Proficiency in creating and sustaining an organizational climate of trust and a shared identity as Army Professionals
- Proficiency in the Army leader attribute and competency categories described in the Leadership Requirements Model
- Proficiency in implementing and sustaining the fundamentals of development

2. Mission Command

- Proficiency in the principles of mission command
- Proficiency in the elements of command and control (C2)
- Proficiency in C2 Warfighter Function tasks and system to integrate elements of combat power
- Proficiency in the fundamentals of the operations process to enable leaders to understand, visualize, describe, direct, lead, and assess operations
- Proficiency in critical & creative thinking

3. Operations

- Proficiency in synchronizing all Warfighter Functions in Unified Land Operations in support of Joint Operations
- Proficiency in understanding the OE across all domains

- Proficiency in sustainment functions supporting Army Operations
4. Training
- Proficiency in planning, preparing, executing, and assessing training

Students will be evaluated and their progress managed throughout the course, in addition to monitoring the student's understanding of the course content; ensuring students comprehend the learning objectives and are retaining the lesson content.

Course Map

NOTE: Cadre will provide the course map to Cadets.

Sequence of Class Sessions

MS2203-L01	Course Overview
MS2203-L02	Analytical Skills Avoid Pitfalls
MS2203-L03	Creative Thinking
MS2203-L04	Army Problem Solving Process
MS2203-L05	Troop Leading Procedures (TLP)
MS2203-L06	Troop Leading Procedures (TLP) PE *
MS2203-L07	OPORD I
MS2203-L08	OPORD II
MS2203-L09	OPORD PE
MS2203-L10	Introduction to Terrain Analysis
MS2203-L11	Alternate Navigational Methods
MS2203-L12	Orienteering PE
MS2203-L13	Introduction to Principles of (War) Joint Operations
MS2203-L14	Army Doctrine and Symbology *
MS2203-L15	Army Doctrine and Symbology PE
MS2203-L16	Unified Land Operations & Warfighting Functions
MS2203-L17	Offensive Operations at the Squad and Platoon
MS2203-L18	Terrain Board Board/Sand Table Rehearsals
MS2203-L19	Defensive Operations at the Squad and Platoon
MS2203-L20	Range Cards & Sector Sketches
MS2203-L21	Cadet Assessment Process
MS2203-L22	Counseling and Coaching Methods-PE
MS2203-L23	EO Socialization Process
MS2203-L24	Final Exam

NOTE: * Denotes Take-Home Midterm Exam

ROTC Course Labs

MS2203 students will participate in the weekly lab sessions. Military Science labs are two-hours in duration each week and allow students to practice lessons and techniques taught in class during a hands-on learning experience.

Below are example Lab Topics. Military Science Lab topics are developed by the Senior Military Science Cadets (MSIV) based upon their experiences during Cadet Summer Training (CST).

LAB 13	<i>Battle Drills I</i>
LAB 14	<i>Battle Drills II</i>
LAB 15	<i>Squad Tactics – Attack</i>
LAB 16	<i>Squad STX (Attack)</i>
LAB 17	<i>Squad Tactics – Ambush</i>
LAB 18	<i>Squad Tactics – Recon</i>
LAB 19	<i>Squad STX (Recon)</i>
LAB 20	<i>Fundamentals of Platoon Operations</i>
LAB 21	<i>Patrol Base Operations</i>
LAB 22	<i>Platoon Tactics – React to Contact</i>
LAB 23	<i>Platoon Tactics – Raid/Ambush</i>
LAB 24	<i>PCC/PCIs for Cadet Summer Training</i>

Requirements

Army ROTC Writing Program

The ROTC will provide you with writing opportunities to give you experience in the Army writing style. Army writing is easy to read and understand. It is clear and concise. Readers are able to understand the sender’s message quickly and accurately. The Army writing style is “writing you can understand in a single rapid reading, and is generally free of errors in grammar, mechanics, and usage” and “is clear, concise, organized, and right to the point”.

You will develop these skills through a series of assignments;

NOTE: Cadets refer to AR 600-20 Army Command Policy, 24 July 2020 for instructions about the Army Writing Style.

Readings

Cadets are responsible for all assigned and/or optional reading assignments. Cadets are expected to spend adequate time reading and reflecting on all written materials prior to class.

Class Participation

Cadets are expected to participate actively in learning through critical reflection, inquiry, dialogue, and group interactions. This includes participating in class discussion, sharing personal perspectives and experiences related to principles discussed in class or reading, and working with fellow Cadets to engage in class and lab exercises.

Quizzes

The class is interactive and uses homework and in-class assignments to evaluate learning. Quizzes are used at the instructor’s discretion.

Mid-Term Exam (Written Knowledge)

A mid-term exam will be given to evaluate the Cadets' knowledge level achieved for the curriculum materials presented during the first half of the course.

Final Exam (Written Knowledge)

A cumulative final exam will be given to evaluate the Cadets' knowledge level achieved for all curriculum materials presented from the entire semester.

Evaluation and Grading

Class Participation	15%
Assignments (Lesson Assessments/Practical Exercises/Quizzes)	30%
Mid-Term Exam	25%
Final Exam	30%

Solid performance in each area of evaluation is necessary to earn a grade of "B". The following grading scale will be used based on 100 points possible:

90-100	A
80-89	B
70-79	C
60-69	D

NOTE: Every attempt will be made to offer adequate written assessments in explaining evaluations. ***All late papers and assignments will receive a 10% reduction in grade.***

Collaboration

You are encouraged to work together with the instructor in modifying assignments, suggesting agenda, and raising questions for discussion.

Character Development

NOTE: Throughout the year, your individual performance will be evaluated against required MSI-MSIV course end states and developmental outcomes. This evaluation is the PMSs' assessment of your performance against the Army Leadership Requirements Model (ALRM).

Each Student is responsible and expected to attain (know and do) the respective requirements for each MS Level. The tasks are grouped into the ALRM Attributes and Competencies.

Religious Accommodation

The Army places a high value on the rights of its Soldiers to observe tenets of their respective religions or to observe no religion at all.

The Army will approve requests for accommodation of religious practices unless accommodation will have an adverse impact on unit readiness, individual readiness, unit cohesion, morale, good order, discipline, safety, and/or health.

Requests for religious accommodation generally fall into five major areas:

- Worship practices.
- Dietary practices.
- Medical practices.
- Wear and appearance of the uniform.
- Grooming practices.

For more information please refer to AR 600-20, Army Command Policy, 6 November 2014, Chapter 5, paragraph 5-6.

On-line Conduct

As members of the Army Team, our individual actions and interactions, on and off duty, online and offline reflect on the Army and our values. Every Soldier and Army Civilian is responsible to uphold the Army standards and values; applying all aspects into our lives. This includes our online conduct when communicating with any form of electronic media.

Any type of online misconduct such as; harassment, bullying, hazing, stalking, discrimination, or retaliation that undermines the dignity and respect of another individual, is not consistent with Army Values, will NOT be condoned and subject to criminal, disciplinary, and/or administrative action.

It is every individuals' (Soldier, Army Civilian, contractor, and Family member) duty to understand the laws and regulations pertaining to Online Conduct. It is every leader's responsibility to enforce those laws and regulations pertaining to Online Conduct.

For more information please refer to AR 600-20, Army Command Policy, para 1-4, 4-19, Chapter 7, and AR 600-100.

Inappropriate Relationships

Per Army Directive 2016-17 (Protecting Against Prohibited Relations During Recruiting and Entry-Level Training), and IAW Department of Defense Instructions (DoDI) 1304.33 (Protecting Against Inappropriate Relations During Recruiting and Entry Level Training).

The Army and all Army personnel (including any Army military, civilian, or contractor personnel) will treat each prospect, applicant, recruit, and trainee with dignity and respect as they pursue their aspiration of serving in the military. Army policy prohibits inappropriate relations between recruiters and prospects, applicants, and/or recruits and between trainers providing entry-level training and trainees. At a minimum and as required, the prospect, applicant, recruit, trainee, recruiter, or trainer will complete the following administrative actions. Commanders may add requirements to this list:

(1) Trainers providing entry-level training will sign a DD Form 2982 that acknowledges their understanding of the prohibitions listed in paragraph 5d (of Army Directive 2016-17) and their responsibilities regarding the policies to avoid the inappropriate behaviors and relations outlined in this directive. The DD Form 2982 will be recertified annually. The form will be locally filed and kept for one (1) year after the trainer has left the unit.

(2) At the onset of the first training session, trainers will brief trainees on the policies in this directive and provide information that trainees can use to contact someone in leadership if they wish to report any issue related to a trainer's inappropriate conduct.

(3) Trainees will sign a DD Form 2983 to acknowledge their understanding and responsibilities as outlined in this directive no later than the first day of entry-level training. The DD Form 2983 will be locally filed and kept until six (6) months after the trainee has left the unit.

Sexual Discrimination

Title IX of the Education Amendments Act of 1972 is a federal law that states: No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.

Discriminatory Harassment

Harassment is behavior that is unwelcome or offensive to a reasonable person, whether oral, written, or physical, that creates an intimidating, hostile, or offensive environment. Harassment can occur through electronic communications, including social media, other forms of communication, and in person. Harassment may include offensive jokes, epithets, ridicule or mockery, insults or put-downs, displays of offensive objects or imagery, stereotyping, intimidating acts, veiled threats of violence, threatening or provoking remarks, racial or other slurs, derogatory remarks about a person's accent, or displays of racially offensive symbols. Activities or actions undertaken for a proper military or governmental purpose, such as combat survival training, are not considered harassment.

Discriminatory Harassment is a form of harassment that is unwelcome conduct based on race, color, religion, sex (including gender identity), national origin, or sexual orientation.

The Army will provide equal opportunity and fair treatment for military personnel and Family members without regard to race, color, national origin, religion, sex (including gender identity), or sexual orientation which are known as the Bases of Discrimination.

The Army will also provide an environment free of unlawful discrimination and offensive behavior. The EO Policy applies both on and off post, during duty and non-duty hours, working, living, recreational environments (both on and off-post housing), and utilizing electronic media.

For updated information please refer to AR 600-20, Army Command Policy; 24 July 2020.

Sexual Harassment/Assault

Across the Total Army, we continue to focus on eradicating sexual harassment and sexual assault from our ranks. We must do everything within our power to rid the Army of these crimes. This is a readiness issue that affects our ability to accomplish our mission. Over the past several years, we have placed a high priority on our prevention efforts, and although we are on the right trajectory, we still have significant room to improve. In all components, sexual assault reporting is increasing, which is an indication that our Soldiers trust their leaders to address the situation in a professional manner. We all have a responsibility to look out for one another - there can be no bystanders. Stay alert when the warning signs become present, and if you see something, ACT! Leaders and Soldiers have an ethical obligation to intervene to stop sexual harassment and sexual assault from happening. Those who do not, violate the Nation's trust and the trust of their peers.

For updated information please refer to AR 600-20, Army Command Policy; 24 July 2020.

Prohibited Activities

Military personnel must not actively advocate supremacist, extremist, or criminal gang doctrine, ideology, or causes.

Military personnel must reject active participation in criminal gangs pursuant to section 544 of Public Law 110-181 and in other organizations that advocate supremacist, extremist, or criminal gang doctrine, ideology, or causes.

Prohibited activities include groups or causes that advance, encourage, or advocate illegal discrimination based on race, creed, color, sex, religion, ethnicity, or national origin or those that advance, encourage, or advocate the use of force, violence, or criminal activity or otherwise advance efforts to deprive individuals of their civil rights.

Suicide Prevention

ACE

Ask: Ask a direct question such as, "Are you thinking about committing suicide?"

Care: Demonstrate care and concern by listening actively and offering help. Stay present with the person so they are not left alone

Escort: Escort the person to talk with an RA, a professor, or another professional

Special Needs

The American with Disabilities Act of 1990 requires universities to provide a "reasonable accommodation" to any individual who advises us of a physical or mental disability. If you have a physical or mental limitation that requires an accommodation or an academic adjustment, please arrange a meeting with me at your earliest convenience.

If you have a disability and need classroom accommodations, please contact The Center for Accommodations and Support Services (CASS) at (915) 747-5148, or by email to cass@utep.edu, or visit their office located in UTEP Union East, Room 106. For additional information, please visit the CASS website at <https://www.utep.edu/student-affairs/cass/>.

Office Hours and Appointments

Office Hours are **[insert times available]** I will meet with any student(s) during office hours to discuss assignments, issues, or concerns. I will also make adjustments to my schedule (to meet with you) beyond office hours, if necessary.

Course Publications

<u>Number</u>	<u>Title</u>	<u>Date</u>	<u>Additional Information</u>
ADP			
ADP 1	The Army	07/31/2019	
ADP 2-0	Intelligence	07/31/2019	
ADP 3-0	Operations	07/31/2019	
ADP 3-07	Stability	07/31/2019	
ADP 3-09	Fires	07/31/2019	
ADP 3-28	Defense Support of Civil Authorities	07/31/2019	
ADP 3-37	Protection	07/31/2019	
ADP 3-90	Offense and Defense	07/31/2019	
ADP 4-0	Sustainment	07/31/2019	
ADP 5-0	The Operations Process	07/31/2019	
ADP 6-0	Mission Command; Command and Control of Army Forces	07/31/2019	
ADP 6-22	Army Leadership and the Profession	07/31/2019	w/c1, Nov 19
ATP			
ATP 2-33.4	Intelligence Analysis	01/10/2020	
ATP 3-07.5	Stability Techniques	08/31/2012	
ATP 3-21.8	Infantry Platoon and Squad	04/12/2016	w/C1, 08/23/2016
ATP 3-21.10	Infantry Rifle Company	05/14/2018	
ATP 3-50.21	Survival	09/18/2018	
ATP 5-19	Risk Management	Apr 2014	w/C1, 12 Sep 2014
ATP 6-22.1	Counseling Process	07/01/2014	
ATP 6-22.6	Army Team Building	10/30/2015	
JP			
JP 3-0	Joint Operations	01/17/2017	w/c1, Oct 2018
FM			
FM 1-02.1	Operational Terms	09 Mar 21	
FM 1-02.2	Military Symbols	10 Nov 2020	
FM 3-90-1 V1	Offense and Defense	03/22/2013	(w/C2 2015)
FM 3-96	Brigade Combat Team	10/08/2015	
FM 6-0	Commanders and Staff Organization and Operations	05 May 2014	(w/C2 2016)
FM 6-22	Leader Development	06/30/2015	

FM 7-22	Holistic Health and Fitness	01 Oct 2020	w/c1, 08 Oct 2020
FM 6-27	The Commander's Handbook on the Law of Land Warfare	08/07/2019	w/C1
STP			
STP 21-1 SMCT	Warrior Skills Level 1	07 Sep 2021	
STP 21-24 SMCT	Warrior Leaders Skills Level 2, 3, and 4	9 Sep 2008	
TC			
TC 3-21.5	Drill and Ceremony	01/20/2012	
TC 3-21.60	Visual Signals	03/17/2017	
TC 3-21.76	Ranger Handbook	04/26/2017	
TC 3-22.9	Rifle and Carbine	13 May 2016	w/C2, 2017
TC 3-22.9 S	Rifle Gold Book		
TC 3-25.26	Map Reading and Land Navigation	11/15/2013	
TC 4-02.1	First Aid	01/21/2016	w/C2, 2018
TC 4-02.3	Field Hygiene and Sanitation	05/06/2015	
TC 7-21.13	The Soldiers Guide	11/30/2015	
TC 7-22.7	NCO Guide	01/01/2020	
AR			
AR 25-30	Army Publishing Program	14 Jun 2021	
AR 25-50	Preparing and Managing Correspondence	10/10/2020	
AR 350-53	Comprehensive Soldier and Family Fitness	06/19/2014	C1
AR 600-9	The Army Body Composition Program		
AR 600-20	Army Command Policy	08/24/2020	
AR 600-25	Salutes, Honors and Courtesy	09/10/2019	
AR 600-100	Army Profession and Leadership Policy	04/05/2017	
AR 623-3	Evaluation Reporting System	14 Jun 2019	
AR 670-1	Wear and Appearance of Uniforms and Insignia	26 Jan 2021	
DA PAM/ FORMS			
DA PAM 623-3	Evaluation Reporting System	27 Sep 2019	
DA Form 4856	Developmental Counseling Form	July 2014	
DoD Dir			
DoDD 2311.01E	DoD Law of War Program	May 2006	
DoDD 3002.01	Personnel Recovery	16 Apr 2009	C2 24 May 2017
DODI O-3002.05	PR Education and Training	2016	
EO 10631	Code of Conduct	1955	
TR PAM/ REGs			

	Army Performance Triad P3 Textbook Guide	18 Feb 2015	
USACC			
CCR 145-3	ROTC Pre-commissioning Training and Leadership Development	2019	USACC Sharepoint
GUIDES/HB/Misc			
	The Army Profession (Pamphlet)	2018	
	Federal Plain Language Guidelines	March 2011	Rev May 2011
	Action Officer Staff Writing Guide	02/2013	
GTA 07-71-001	Combat Skills for Small Unit Leaders	April 2018	
CJCS Guide 5260	A Self-Help Guide to Antiterrorism	10 June 2013	

Further Reading Publications:

For additional leadership references see Suggested Readings, published by the Center for the Army Profession and Leadership (CAPL) at <https://capl.army.mil/>, the Cadet Command Reading List at <https://army.deps.mil/army/cmds/USACC/Lists/Announcements/Attachments/54/Commanders%20Professional%20Reading%20List.doc>

or, the U.S. Army Chief of Staff's Professional Reading List, United States Army Center for Military History, found at: <https://www.army.mil/leaders/csa/readinglist/>

Web Sites

- **Army Training Network (ATN):** <https://atn.army.mil/>
- **Central Army Registry (CAR):** <https://rdl.train.army.mil/catalog/dashboard>
- **Army Publication Directorate (APD):** <http://www.apd.army.mil/>
- **Joint Doctrine Publications:** <http://www.jcs.mil/Doctrine/Joint-Doctrine-Pubs/>
- **Milsuite:**
<https://login.milsuite.mil/?goto=https%3A%2F%2Fwww.milsuite.mil%3A443%2Fbook%2Fgroups%2Fmy-training-homepage>
- **ROTC Blackboard (Bb):**
https://rotc.blackboard.com/webapps/portal/execute/tabs/tabAction?tab_group_id=118_1
- **US Army Virtual Branch Outreach (VBO) Portal:** <https://vbo.army.mil/>

COURSE ADD

All fields below are required

College : Liberal Arts

Department : Military Science

Rationale for adding the course:

Military Science courses have not been updated in several years to reflect the changes in Army leadership doctrine and tactics. The changes to courses are significant enough that new courses should be added rather than provide updates to existing courses.

All fields below are required

Subject Prefix and # MS 3304

Title (29 characters or fewer): Training Management

Dept. Administrative Code : 2020

[CIP Code](#) 28.0301.00

Departmental Approval Required Yes No

Course Level UG GR DR SP

Course will be taught: Face-to-Face Online Hybrid

How many times may the course be taken for credit? (Please indicate 1-9 times): 1

Should the course be exempt from the "Three Repeat Rule?" Yes No

Grading Mode: Standard Pass/Fail Audit

Description (600 characters maximum):

This course is an academically challenging course where you will analyze, test, and relate the fundamentals of Training Management and how the Army operates through the Warfighting functions. At the conclusion of this course, you will be capable of planning, preparing, and executing training for a squad conducting small unit tactics. Includes a lab per week using peer (MS III) facilitation overseen by MS IVs, supervised by ROTC Cadre.

Contact Hours (per week): 3 Lecture Hours 2 Lab Hours Other

Types of Instruction (Schedule Type): Select all that apply

- | | | | |
|---------------------------------------|-------------------|----------------------------|-------------------------------------|
| <input type="checkbox"/> A | Lecture | <input type="checkbox"/> H | Thesis |
| <input checked="" type="checkbox"/> B | Laboratory | <input type="checkbox"/> I | Dissertation |
| <input type="checkbox"/> C | Practicum | <input type="checkbox"/> K | Lecture/Lab Combined |
| <input checked="" type="checkbox"/> D | Seminar | <input type="checkbox"/> O | Discussion or Review (Study Skills) |
| <input type="checkbox"/> E | Independent Study | <input type="checkbox"/> P | Specialized Instruction |
| <input type="checkbox"/> F | Private Lesson | <input type="checkbox"/> Q | Student Teaching |

Fields below if applicable

If course is taught during a part of term in addition to a full 16-week term please indicate the length of the course (ex., 8 weeks):

TCCN (Use for lower division courses) :

Prerequisite(s):		
Course Number/ Placement Test	Minimum Grade Required/ Test Scores	Concurrent Enrollment Permitted? (Y/N)
MS2201	2.0	N
MS2202	2.0	N

Corequisite Course(s):

Equivalent Course(s):

Restrictions:	
Classification	
Major	

**Course Syllabus
Military Science (MS) 3304
Training Management and the Warfighting Functions
Fall Semester, 2022**

Instructor

Instructor(s):	Email:	Office Phone:
Classroom:	Day:	Time:
Instructor Office Hours:		

Course Description

MS3304 *Training Management and the Warfighting Functions*, is an academically challenging course where you will analyze, test, and relate the fundamentals of Army Leadership, the Profession, Army Values and Ethics, Personal Development, and small unit tactics at the platoon level. At the conclusion of this course, you will be capable of planning, coordinating, navigating, motivating and leading a squad and platoon in the execution of a mission during a classroom PE, a Leadership Lab, or during a Field Training Exercise (FTX). You will be required to write peer evaluations and receive feedback on your abilities as a leader and how to improve those leader skills that can further develop you in to a successful officer. This course includes reading assignments, homework assignments, small group assignments, briefings, case studies, practical exercises, a mid-term exam, and a final exam. You will receive systematic and specific feedback on your leader attributes, values, and core leader competencies from your instructor, other ROTC cadre, and MS IV Cadets who will evaluate you using the Cadet Evaluation System (CER). Successful completion of this course will help prepare you for the SROTC Advanced Camp, which you will attend in the summer at Fort Knox, KY.

Structure

The Advanced Course is an academically rigorous two-year college program comprised of four college courses (MS3304, 3302, MS4401, MS4402), Leadership Labs (two sets, Fall/Spring), and Advanced Camp conducted at Fort Knox, KY. The overall objective of this course is to integrate the principles and practices of effective leadership, military operations and personal development in order to adequately prepare you for Cadet Summer Training/Advanced Camp. This course has specific learning objectives for the four Army Learning Areas (ALA) listed below.

The SROTC Course Outcomes are derived from the four Army Learning Areas and General Learning Outcomes (GLO), as established by the Army Learning Coordination Council. These outcomes are designed to prepare the newly commissioned Second Lieutenant for success at the Basic Officer Leader Course B (BOLC B) and as a junior officer at their first unit of assignment (FUA).

The four ALAs and General Learning Outcomes are:

1. Leadership
 - Proficiency in creating and sustaining an organizational climate of trust and a shared identity as Army Professionals
 - Proficiency in the Army leader attribute and competency categories described in the Leadership Requirements Model

- Proficiency in implementing and sustaining the fundamentals of development
2. Mission Command
 - Proficiency in the principles of mission command
 - Proficiency in the elements of command and control (C2)
 - Proficiency in C2 Warfighter Function tasks and system to integrate elements of combat power
 - Proficiency in the fundamentals of the operations process to enable leaders to understand, visualize, describe, direct, lead, and assess operations
 - Proficiency in critical & creative thinking
 3. Operations
 - Proficiency in synchronizing all Warfighter Functions in Unified Land Operations in support of Joint Operations
 - Proficiency in understanding the OE across all domains
 - Proficiency in sustainment functions supporting Army Operations
 4. Training
 - Proficiency in planning, preparing, executing, and assessing training

Cadets will be evaluated and their progress managed throughout the course, in addition to monitoring the student's understanding of the course content, ensuring students comprehend the learning objectives and are retaining the lesson content.

Course Design

This course was designed to be student-centric placing the onus of learning on the student, but facilitated by the instructor. Army Officers are expected to be life-long learners who take responsibility and personal initiative for their learning. You must properly conduct your pre-class assignments to gain an understanding of the foundation on each subject within the course. Doing so will allow your instructor to spend the majority of the class time on specific areas that are least understood from the lessons, rather than your instructor re-teaching the subject from scratch. Your instructor has a wealth of experience and knowledge to share in the classroom; do your homework so your instructors can spend more time sharing their personal knowledge and experiences with your class. Class will be conducted in an interactive manner with ample opportunities for small group discussion and practical exercises. Everyone will be responsible for contributing to the success of the learning experience.

Course Map

Published as a separate document for students

Overview of Class Sessions

MS3304-L01	Course Overview
MS3304-L02	OML Overview
MS3304-L03	Training Management Process
MS3304-L04	Rehearsals and Pre-Execution Checks

MS3304

MS3304-L05	After Action Reviews
MS3304 L06	Leadership Lab Certification
MS3304-L07	Army Publications, Online Resources, and Professional Reading *('Start with Why' assigned)
MS3304-L08	Map Reading Review
MS3304-L09	Leadership Lab Certification
MS3304-L10	Land Navigation Review
MS3304-L11	Navigational Methods & Route Planning
MS3304-L12	Leadership Lab Certification
MS3304-L13	Route Planning Practical Exercise
MS3304-L14	METT-TC
MS3304-L15	Leadership Lab Certification
MS3304-L16	Sand Tables / Terrain Models
MS3304-L17	Introduction to the Army Operational Concept / C2
MS3304-L18	Leadership Lab Certification
MS3304-L19	Movement and Maneuver
MS3304-L20	Branch Orientation Briefings (IN, AR, AV)
MS3304-L21	Leadership Lab Certification
MS3304-L22	Intelligence
MS3304-L23	Branch Orientation Briefings (MI, SC, CY)
MS3304-L24	Leadership Lab Certification
MS3304-L25	Fires
MS3304-L26	Branch Orientation Briefings (FA, AD)
MS3304-L27	Leadership Lab Certification
MS3304-L28	Sustainment
MS3304-L29	Branch Orientation Briefings (OD, TC, QM, AG, FI, MS)
MS3304-L30	Leadership Lab Certification
MS3304-L31	Protection
MS3304-L32	Branch Orientation Briefings (EN, MP, CM)
MS3304-L33	Leadership Lab Certification
MS3304-L34	Leadership Behavior and Peer Evaluations
MS3304-L35	Peer Evaluations PE
MS3304-L36	Final Exam

ROTC Course Labs

MS3304 students will participate in the weekly lab sessions. Military Science labs are two-hours in duration each week and allow students to practice lessons and techniques taught in class during a hands-on learning experience.

Below are example Lab Topics. Military Science Lab topics are developed by the Senior Military Science Cadets (MSIV) based upon their experiences during Cadet Summer Training (CST).

LAB 01	<i>Commander's Time</i>
LAB 02	<i>Drill & Ceremonies</i>
LAB 03	<i>Team Building Exercise</i>
LAB 04	<i>Land Navigation I</i>
LAB 05	<i>Land Navigation II</i>
LAB 06	<i>Tactical Combat Casualty Care (TC3)</i>
LAB 07	<i>Fieldcraft</i>
LAB 08	<i>Pre-Combat Checks & Inspections for FTX</i>
LAB 09	<i>Military Communications</i>
LAB 10	<i>Pre-Marksmanship Instruction (PMI)</i>
LAB 11	<i>Individual Movement Techniques (IMT)</i>
LAB 12	<i>Team & Squad Movement Techniques</i>

Requirements**Class participation**

You are expected to participate actively in learning through critical reflection, inquiry, dialogue, and group interaction. This includes participating in class discussion, sharing personal perspectives and experiences related to principles discussed in class or reading, working with fellow students to engage in-class exercises, and leading lab exercises.

Skills Presentation (Branch Information Brief)

Briefing Skills: Present a five-minute information brief on a topic selected by the student and approved by the instructor. (See **Branch Information Briefing** below for additional information)

Quizzes

Quizzes will be given throughout the semester to assess your progress in learning the principles and practices related to the course material.

Final Exam

A cumulative final exam will be given to assess your knowledge attained throughout the course of the semester.

Army Combat Fitness Test (ACFT)*

As a future officer, you are expected to set the example for physical fitness according to Army regulations. You will be required to take a diagnostic ACFT at the beginning of the spring semester and a for-record ACFT at the end of the semester.

NOTE: *Contracted Cadets are required to participate in all ROTC activities.

Branch Information Briefing

As a future officer, you will be required by your superior to present briefings. As a way to prepare you for the future requirements and assist with public speaking skills, Cadets will be assigned a specific Army branch to research and present an Information brief. This brief will follow the format contained in FM 6-0, *Commanders and Staff Organization and Operations*, w/c2, 22 April 2016, Chapter 7, Military Briefings.

The instructor should ensure that all branches are represented before assigning duplicates. These Branch Information Briefings will be conducted during Lessons 20, 23, 26, 29, and 32. (See cadre for additional information)

NOTE: *Listed below are several additional methods used to assess knowledge and learning that the instructor may choose to implement as course requirements.*

Peer Evaluations/Writing Assignments

1. Reflecting on your own experiences during this course, write a three to five page essay, (typed and double-spaced) describing the relationship between the Troop Leading Procedures and the T-Week Concept.
2. Reflecting on your lessons of METT-TC, select one (1) Warfighting Function, and write a three to five page essay, describing how each separate mission variable (Mission; Enemy; Terrain and Weather; Troops and Support Available; Time Available; and Civil Considerations) could impact that function.
3. Reflecting on the feedback you received from any peer evaluations and counseling, write a three to five page personal development plan that you can implement during your spring semester, MS 302 course. Your paper will outline your plan to sustain your excellent ratings and what actions you will take or implement to improve your 'satisfactory' and 'needs improvement' ratings you received.
4. Write a 5-paragraph OPORD based on an OPORD from higher, provided by the cadre.
5. MSIII and IV Cadets will use Lab opportunities to practice writing Army Memorandums in the preparation/resourcing of their Labs.

Term Project

Maintain a weekly Reflective Journal to turn in at the end of the semester for review and grading by the instructor. Entries should reflect on the *good* or *bad* leader attributes and core competencies that you have observed from others, each week. Your reflections can be on anyone on or off campus, and for any team, class, event or activity that you participated in that week. Comparing and contrasting leader attributes and core competencies of different people, at events, and within dissimilar organizations are encouraged.

Reading

- Student readings are attached to each of the Lesson Plans and will be provided electronically by the Cadre.

- Selected readings available online at: <http://www.apd.army.mil/>

Evaluation

Lesson Assessments (quizzes, papers, etc.)	50%
Class Participation*	10%
*‘Start with Why’ Essay	10%
Mid-Term Exam (Essay)	10%
Final Exam	10%
Branch Orientation Briefings	10%

Grading

The following grading scale will be used, based out of 100-points possible.

90-100	A
80-89	B
70-79	C
60-69	D

Every attempt will be made to offer adequate written assessments explaining evaluations. ***All late papers and assignments will receive a 10% reduction in grade.***

Character Development

NOTE: Throughout the year, your individual performance will be evaluated against required course end states and developmental outcomes. This evaluation is the PMS’s assessment of your performance against the Army Leadership Requirements Model (ALRM).

Each Cadet is responsible and expected to attain (Know and Do) the respective requirements for each MS Level. The tasks are grouped into the ALRM Attributes and Competencies.

Uniforms and Appearance

You are expected to wear OCPs (current Army combat uniform) to all classes and adhere to Army Regulation 670-1 with regard to uniforms and appearance.

Collaboration

You are encouraged to work together with your fellow Cadets and seek guidance and help from your instructor, MS IV Cadets, and other ROTC cadre.

Religious Accommodation

The Army places a high value on the rights of its Soldiers to observe tenets of their respective religions, or to observe no religion at all

The Army will approve requests for accommodation of religious practices unless accommodation will have an adverse impact on unit readiness, individual readiness, unit cohesion, morale, good order, discipline, safety, and/or health

Requests for religious accommodation generally fall into five major areas:

- Worship practices
- Dietary practices
- Medical practices
- Wear and appearance of the uniform
- Grooming practices

For more information please refer to AR 600-20, Army Command Policy, Chapter 5, paragraph 5-6

On-line Conduct

As members of the Army Team, our individual actions and interactions, on and off duty, online and offline, reflect upon the Army and our values. Every Soldier and Army Civilian is responsible to uphold the Army standards and values, applying all aspects into our lives. This includes our online conduct when communicating with any form of electronic media

Any type of online misconduct such as: harassment; bullying; hazing; stalking; discrimination; or retaliation that undermines the dignity and respect of another individual, is not consistent with Army Values, and will NOT be condoned and will be subject to criminal, disciplinary, and/or administrative action

It is every individual's (Soldier, Army Civilian, contractor, and Family member) duty to understand the laws and regulations pertaining to Online Conduct. It is every leader's responsibility to enforce those laws and regulations pertaining to Online Conduct

For more information please refer to AR 600-20, Army Command Policy, paras. 1-4, 4-19; Chapter 7; AR 600-100, and the Professionalization of Online Conduct ALARACT.

Inappropriate Relationships

Per Army Directive 2016-17 (Protecting Against Prohibited Relations During Recruiting and Entry-Level Training), and IAW Department of Defense Instructions (DoDI) 1304.33 (Protecting Against Inappropriate Relations During Recruiting and Entry Level Training).

The Army and all Army personnel (including any Army military, civilian, or contractor personnel) will treat each prospect, applicant, recruit, and trainee with dignity and respect as they pursue their aspiration of serving in the military. Army policy prohibits inappropriate relations between recruiters and prospects, applicants, and/or recruits and between trainers providing entry-level training and trainees. At a minimum and as required, the prospect, applicant, recruit, trainee, recruiter, or trainer will complete the following administrative actions. Commanders may add requirements to this list:

- (1) Trainers providing entry-level training will sign a DD Form 2982 that acknowledges their understanding of the prohibitions listed in paragraph 5d (of Army Directive 2016-17) and their responsibilities regarding the policies to avoid the inappropriate behaviors and relations outlined in this directive. The DD Form 2982 will be recertified annually. The form will be locally filed and kept for one (1) year after the trainer has left the unit.

(2) At the onset of the first training session, trainers will brief trainees on the policies in this directive and provide information that trainees can use to contact someone in leadership if they wish to report any issue related to a trainer's inappropriate conduct.

(3) Trainees will sign a DD Form 2983 to acknowledge their understanding and responsibilities as outlined in this directive no later than the first day of entry-level training. The DD Form 2983 will be locally filed and kept until six (6) months after the trainee has left the unit.

Sexual Discrimination

Title IX of the Education Amendments Act of 1972 is a federal law that states: No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.

Discriminatory Harassment

Harassment is behavior that is unwelcome or offensive to a reasonable person, whether oral, written, or physical, that creates an intimidating, hostile, or offensive environment. Harassment can occur through electronic communications, including social media, other forms of communication, and in person. Harassment may include offensive jokes, epithets, ridicule or mockery, insults or put-downs, displays of offensive objects or imagery, stereotyping, intimidating acts, veiled threats of violence, threatening or provoking remarks, racial or other slurs, derogatory remarks about a person's accent, or displays of racially offensive symbols. Activities or actions undertaken for a proper military or governmental purpose, such as combat survival training, are not considered harassment.

Discriminatory Harassment is a form of harassment that is unwelcome conduct based on race, color, religion, sex (including gender identity), national origin, or sexual orientation.

The Army will provide equal opportunity and fair treatment for military personnel and Family members without regard to race, color, national origin, religion, sex (including gender identity), or sexual orientation which are known as the Bases of Discrimination.

The Army will also provide an environment free of unlawful discrimination and offensive behavior. The EO Policy applies both on and off post, during duty and non-duty hours, working, living, recreational environments (both on and off-post housing), and utilizing electronic media.

Sexual Harassment/Assault

Across the Total Army, we continue to focus on eradicating sexual harassment and sexual assault from our ranks. We must do everything within our power to rid the Army of these crimes. This is a readiness issue that affects our ability to accomplish our mission. Over the past several years, we have placed a high priority on our prevention efforts, and although we are on the right trajectory, we still have significant room to improve. In all components, sexual assault reporting is increasing, which is an indication that our Soldiers trust their leaders to address the situation in a professional manner. We all have a responsibility to look out for one another - there can be no bystanders. Stay alert when the warning signs become present, and if you see something, ACT! Leaders and Soldiers have an ethical

obligation to intervene to stop sexual harassment and sexual assault from happening. Those who do not, violate the Nation's trust and the trust of their peers.

For updated information please refer to AR 600-20, Army Command Policy; 24 July 2020.

Prohibited Activities

Military personnel must not actively advocate supremacist, extremist, or criminal gang doctrine, ideology, or causes.

Military personnel must reject active participation in criminal gangs pursuant to section 544 of Public Law 110-181 and in other organizations that advocate supremacist, extremist, or criminal gang doctrine, ideology, or causes.

Prohibited activities include groups or causes that advance, encourage, or advocate illegal discrimination based on race, creed, color, sex, religion, ethnicity, or national origin or those that advance, encourage, or advocate the use of force, violence, or criminal activity or otherwise advance efforts to deprive individuals of their civil rights.

Suicide Prevention

ACE

Ask: Ask a direct question such as, "Are you thinking about committing suicide?"

Care: Demonstrate care and concern by listening actively and offering help. Stay present with the person so they are not left alone

Escort: Escort the person to talk with an RA, a professor, or another professional

Special Needs

The American with Disabilities Act of 1990 requires universities to provide a "reasonable accommodation" to any individual who advises us of a physical or mental disability. If you have a physical or mental limitation that requires an accommodation or an academic adjustment, please arrange a meeting with me at your earliest convenience.

If you have a disability and need classroom accommodations, please contact The Center for Accommodations and Support Services (CASS) at (915) 747-5148, or by email to cass@utep.edu, or visit their office located in UTEP Union East, Room 106. For additional information, please visit the CASS website at <https://www.utep.edu/student-affairs/cass/>.

Office Hours and Appointments

Office Hours are **[insert times available]** I will meet with any student(s) during office hours to discuss assignments, issues, or concerns. I will also make adjustments to my schedule (to meet with you) beyond office hours, if necessary.

Course References

- Course Syllabus (see <https://rotc.blackboard.com>)
- Bb Handouts (<https://rotc.blackboard.com> in each lesson plan)
- Fort Knox Map Sheet & Protractor

Course Publications

Number	Title	Date	Additional Information
ADP 1	The Army	31 Jul 2019	
ADP 1-01	Doctrine Primer	31 Jul 2019	
ADP 2-0	Intelligence	31 Jul 2019	
ADP 3-0	Operations	31 Jul 2019	
ADP 3-07	Stability	31 Jul 2019	
ADP 3-19	Fires	31 Jul 2019	
ADP 3-28	Defense Support of Civil Authorities	31 Jul 2019	
ADP 3-37	Protection	31 Jul 2019	
ADP 3-90	Offense and Defense	31 Jul 2019	
ADP 4-0	Sustainment	31 Jul 2019	
ADP 5-0	The Operations Process	31 Jul 2019	
ADP 6-0	Mission Command: Command and Control of Army Forces	31 Jul 2019	
ADP 6-22	Army Leadership and the Profession	31 Jul 2019	
ADP 7-0	Training	31 Jul 2019	w/c1, 25 Nov 2019
ATP 3-09.30			
ATP 3-09.30	Observed Fires	28 Sep 2017	
ATP 3-20.98	Scout Platoon	04 Dec 2019	
ATP 3-21.8	Infantry Platoon and Squad	12 Apr 2016	w/c1, Aug 16
ATP 3-21.10	Infantry Rifle Company	14 May 2018	
ATP 3-50.21	Survival	18 Sep 2018	
ATP 5-0.1	Army Design Methodology	01 Jul 2015	
ATP 5-19	Risk Management	14 Apr 2014	w/c1, Sep 14
ATP 6-22.1	The Counseling Process	01 July 2014	
FM 1-02.1			
FM 1-02.1	Operational Terms	09 Mar 2021	
FM 1-02.2	Military Symbols	10 Nov 2020	
FM 2-0	Intelligence	06 Jul 2018	
FM 6-0	Commander and Staff Organization & Opns.	05 May 2014	w/c2, Apr 16
FM 6-22	Leader Development	30 Jun 2015	
FM 6-27	The Commander's Handbook on the Law of Land Warfare	07 Aug 2019	w/c1 Sep 2019
FM 7-0	Training	14 Jun 2021	
FM 7-22	Holistic Health and Fitness	01 Oct 2020	w/c1, 08 Oct 2020
JP 3-0			
JP 3-0	Joint Operations	17 Jan 2017	c1, 22 Oct 2018
JP 3-07	Stability	03 Aug 2016	
JP 5-0	Joint Planning	01 Dec 2020	
STP 21-1 SMCT			
STP 21-1 SMCT	Warrior Skills Level 1	07 Nov 2019	w/c1, 16 Dec 2019
STP 21-24 SMCT	Warrior Leaders Skills Level 2, 3, and 4	09 Sep 2008	

TC 3-21.5	Drill and Ceremonies	20 Jan 2012	
TC 3-21.60	Visual Signals	17 Mar 2017	
TC 3-21.76	Ranger Handbook	26 Apr 2017	
TC 3-25.26	Map Reading and Land Navigation	15 Nov 2013	
AR 25-30			
AR 25-30	Army Publishing Program	13 Jun 2018	
AR 25-50	Preparing and Managing Correspondence	10 Nov 2020	
AR 350-1	Army Training and Leader Development	10 Dec 2017	
AR 600-20	Army Command Policy	24 Jul 2020	
AR 623-3	Evaluation Reporting System	14 Jun 2019	
AR 670-1	Wear and Appearance of Uniforms & Insignia	26 Jan 2021	
N/A			
N/A	Unit Training Management	Dec 2013	ATN
N/A	Tutorial: Getting your Unit METL		ATN
N/A	Leaders Guide to Company Training Meetings	Dec 13	ATN
N/A	Leaders Guide to AAR	Dec 13	ATN
DA PAM 600-3			
DA PAM 600-3	Officer Prof. Development and Career Mgt.	03 Apr 2019	
DA PAM 600-4	Army Medical Department Officer Professional Development And Career Mgt.	30 Mar 2020	
DA PAM 623-3	Evaluation Reporting System	27 Sep 2019	
TRADOC PAM 525-3-1	The U.S. Army in Multi-Domain Operations 2028	06 Dec 2018	
USACC REG 145-3			
USACC REG 145-3	ROTC On-Campus Training and Leadership Development	18 Jun 2019	USACC Sharepoint
USACC REG 385-10	Cadet Command Safety Program Regulation	01 May 2016	USACC Sharepoint
ACFT Handbook			
ACFT Handbook	Army Combat Fitness Test	Sep 2018	https://usacac.army.mil/node/2176
CALL Handbook No. 19-18	Commander and Staff Guide to Rehearsals (Lessons and Best Practices)	Jul 2019	https://usacac.army.mil/node/2411
Misc.	Multiple Training Resource Videos	N/A	ATN: https://atn.army.mil/unit-training-management-(utm)/unit-training-management#PEs

Additional Publication Sites (selected readings available online):

- **Army Training Network (ATN):** <https://atn.army.mil/>
- **Central Army Registry (CAR):** <https://rdl.train.army.mil/catalog/dashboard>
- **Army Publication Directorate (APD):** <http://www.apd.army.mil/>
- **Joint Doctrine Publications:** <http://www.jcs.mil/Doctrine/Joint-Doctrine-Pubs/>
- **Milsuite:**
<https://login.milsuite.mil/?goto=https%3A%2F%2Fwww.milsuite.mil%3A443%2Fbook%2Fgroups%2Fmy-training-homepage>
- **ROTC Blackboard (Bb):**
https://rotc.blackboard.com/webapps/portal/execute/tabs/tabAction?tab_group_id=118_1

COURSE ADD

All fields below are required

College : Liberal Arts

Department : Military Science

Rationale for adding the course:

Military Science courses have not been updated in several years to reflect the changes in Army leadership doctrine and tactics. The changes to courses are significant enough that new courses should be added rather than provide updates to existing courses.

All fields below are required

Subject Prefix and # MS 3305

Title (29 characters or fewer): Applied Leadership

Dept. Administrative Code : 2020

[CIP Code](#) 28.0301.00

Departmental Approval Required Yes No

Course Level UG GR DR SP

Course will be taught: Face-to-Face Online Hybrid

How many times may the course be taken for credit? (Please indicate 1-9 times): 1

Should the course be exempt from the "Three Repeat Rule?" Yes No

Grading Mode: Standard Pass/Fail Audit

Description (600 characters maximum):

MS 3305 focuses on applied leadership in small unit operations. It is an academically challenging course where you will study, practice, and apply the fundamentals of direct level leadership and small unit tactics at the platoon level. At the conclusion of this course, you will be capable of planning, coordinating, navigating, motivating and leading a platoon in the execution of a mission. It includes a Lab per week.

Contact Hours (per week): 3 Lecture Hours 2 Lab Hours Other

Types of Instruction (Schedule Type): Select all that apply

- | | | | |
|---------------------------------------|-------------------|----------------------------|-------------------------------------|
| <input type="checkbox"/> A | Lecture | <input type="checkbox"/> H | Thesis |
| <input checked="" type="checkbox"/> B | Laboratory | <input type="checkbox"/> I | Dissertation |
| <input type="checkbox"/> C | Practicum | <input type="checkbox"/> K | Lecture/Lab Combined |
| <input checked="" type="checkbox"/> D | Seminar | <input type="checkbox"/> O | Discussion or Review (Study Skills) |
| <input type="checkbox"/> E | Independent Study | <input type="checkbox"/> P | Specialized Instruction |
| <input type="checkbox"/> F | Private Lesson | <input type="checkbox"/> Q | Student Teaching |

Fields below if applicable

If course is taught during a part of term in addition to a full 16-week term please indicate the length of the course (ex., 8 weeks):

TCCN (Use for lower division courses) :

Prerequisite(s):		
Course Number/ Placement Test	Minimum Grade Required/ Test Scores	Concurrent Enrollment Permitted? (Y/N)
MS2201	2.0	N
MS2203	2.0	N

Corequisite Course(s):

Equivalent Course(s):

Restrictions:	
Classification	
Major	

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Course Syllabus
Military Science (MS) 3305
Applied Leadership in Small Unit Operations
Spring Semester, 2023

Instructor

Instructor(s):	Email:	Office Phone:
Classroom:	Day:	Time:
Instructor Office Hours:		

Course Description

MS 3305 focuses on applied leadership in small unit operations. It is an academically challenging course where you will study, practice, and apply the fundamentals of direct level leadership and small unit tactics at the platoon level. At the conclusion of this course, you will be capable of planning, coordinating, navigating, motivating and leading a platoon in the execution of a mission. It includes a Lab per week, using peer (MS III) facilitation overseen by MS IVs, supervised by ROTC Cadre. Successful completion of this course will help prepare you for Cadet Summer Training/ Advanced Camp, which you will attend in the summer, at Fort Knox, KY.

Course Design

This course was designed to be student-centric placing the onus of learning on the student, but facilitated by the instructor. Army Officers are expected to be life-long learners who take responsibility and personal initiative for their learning. You must properly conduct your pre-class assignments to gain an understanding of the foundation on each subject in the course. Doing so will allow your instructor to spend the majority of the class time on specific areas that are least understood from the lessons, rather than your instructor re-teaching the subject from scratch. Your instructor has a wealth of experience and knowledge to share in the classroom; do your homework so your instructors can spend more time sharing their personal knowledge and experiences with your class. Class will be conducted in an interactive manner with ample opportunities for small group discussion and practical exercises. Everyone will be responsible for contributing to the success of the learning experience.

ROTC Advanced Course

The Advanced Course is an academically rigorous 2-year college program comprised of four college courses, Leadership Labs (two sets, Fall/Spring), and Advanced Camp conducted at Fort Knox, KY. The overall objective of this course is to integrate the principles and practices of effective leadership, military operations, and personal development, in order to adequately prepare you for Advanced Camp. This course has specific learning objectives for the four (4) Army Learning Areas (ALAs) listed below. The SROTC Course Outcomes are derived from the four Army Learning Areas and General Learning Outcomes (GLOs), as established by the Army Learning Coordination Council. These outcomes are designed to prepare the newly commissioned second lieutenant for success at the Basic Officer Leader Course B (BOLC B) and as a junior officer at their first unit of assignment (FUA).

The four ALAs and General Learning Outcomes are:

1. Leadership

- Proficiency in creating and sustaining an organizational climate of trust and a shared identity as Army Professionals
 - Proficiency in the Army leader attribute and competency categories described in the Leadership Requirements Model
 - Proficiency in implementing and sustaining the fundamentals of development
2. Mission Command
 - Proficiency in the principles of mission command
 - Proficiency in the elements of command and control (C2)
 - Proficiency in C2 Warfighter Function tasks and system to integrate elements of combat power
 - Proficiency in the fundamentals of the operations process to enable leaders to understand, visualize, describe, direct, lead, and assess operations
 - Proficiency in critical & creative thinking
 3. Operations
 - Proficiency in synchronizing all Warfighter Functions in Unified Land Operations in support of Joint Operations
 - Proficiency in understanding the OE across all domains
 - Proficiency in sustainment functions supporting Army Operations
 4. Training
 - Proficiency in planning, preparing, executing, and assessing training

Cadets will be evaluated and their progress managed throughout the course, in addition to monitoring the student's understanding of the course content, ensuring students comprehend the learning objectives and are retaining the lesson content.

Course Map

NOTE: Cadre will provide the course map to students.

Overview of Class Sessions

MS3305-L01	MS3305 Course Overview
MS3305-L02	Direct Level Leadership
MS3305-L03	Applied Leadership Lab Certification
MS3305-L04	Bases of Power and Influencing Others
MS3305-L05	Emotional Intelligence
MS3305-L06	Applied Leadership Lab Certification
MS3305-L07	Motivating Soldiers
MS3305-L08	Leadership Self-Assessment/Inventory
MS3305-L09	Applied Leadership Lab Certification
MS3305-L10	Managing Conflict/Negotiations PE
MS3305-L11	Operational Terms and Graphics/Overlays
MS3305-L12	Applied Leadership Lab Certification
MS3305-L13	The Army Professional Ethic – Honorable Living
MS3305-L14	Land Navigation Review

MS3305-L15	Applied Leadership Lab Certification
MS3305-L16	Counseling Elite
MS3305-L17	Mid Term Exam
MS3305-L18	Applied Leadership Lab Certification
MS3305-L19	Platoon Operations: Movement Formations and Techniques
MS3305-L20	Patrolling and Patrol Base Operations
MS3305-L21	Applied Leadership Lab Certification
MS3305-L22	Platoon Offensive Operations I: Attack & MTC
MS3305-L23	Platoon Offensive Operations II: Ambush
MS3305-L24	Applied Leadership Lab Certification
MS3305-L25	Platoon Offensive Operations III: Raid
MS3305-L26	Platoon Defensive Operations: Techniques and Preparation
MS3305-L27	Applied Leadership Lab Certification
MS3305-L28	Platoon Reconnaissance
MS3305-L29	Fire Support in Platoon Operations
MS3305-L30	Applied Leadership Lab Certification
MS3305-L31	Call for Fire Simulation
MS3305-L32	Platoon Sustainment Operations
MS3305-L33	Applied Leadership Lab Certification
MS3305-L34	Leadership Book Review Presentations
MS3305-L35	Peer Evaluations
MS3305-L36	Final Exam

ROTC Course Labs

MS3305 students will participate in the weekly lab sessions. Military Science labs are two-hours in duration each week and allow students to practice lessons and techniques taught in class during a hands-on learning experience.

Below are example Lab Topics. Military Science Lab topics are developed by the Senior Military Science Cadets (MSIV) based upon their experiences during Cadet Summer Training (CST).

LAB 13	Battle Drills I
LAB 14	Battle Drills II
LAB 15	Squad Tactics – Attack
LAB 16	Squad STX (Attack)
LAB 17	Squad Tactics – Ambush

LAB 18	<i>Squad Tactics – Recon</i>
LAB 19	<i>Squad STX (Recon)</i>
LAB 20	<i>Fundamentals of Platoon Operations</i>
LAB 21	<i>Patrol Base Operations</i>
LAB 22	<i>Platoon Tactics – React to Contact</i>
LAB 23	<i>Platoon Tactics – Raid/Ambush</i>
LAB 24	<i>PCC/PCIs for Cadet Summer Training</i>

Requirements

Class participation

You are expected to participate actively in learning through critical reflection, inquiry, dialogue, and group interaction. This includes participating in class discussion, sharing personal perspectives and experiences related to principles discussed in class or reading, working with fellow students to engage in-class exercises, and leading lab exercises.

Army ROTC Writing Program

The Army ROTC Writing Program will provide you with writing opportunities to give you experience in the Army writing style. Army writing is easy to read and understand. It is clear and concise. Readers are able to understand the sender's message quickly and accurately.

The Army writing style is "writing you can understand in a single rapid reading, and is generally free of errors in grammar, mechanics, and usage" and "is clear, concise, organized, and right to the point".

You will develop these skills through a series of writing assignments.

NOTE: Students refer to AR 600-20 Army Command Policy, 24 July 2020 for instructions about the Army Writing Style.

Readings

Students are responsible for all assigned and/or optional reading assignments. Students are expected to spend adequate time reading and reflecting on all written materials prior to class.

Quizzes

Quizzes will be given throughout the semester to assess your progress in learning the principles and practices related to the course material.

Mid-Term Exam

A mid-term exam will be given to assess your knowledge, during the first half of the semester.

Final Exam

A cumulative final exam will be given, to assess the overall knowledge attained throughout the course of the semester.

ACFT*

As a future officer, you are expected to set the example for physical fitness according to Army regulations. You will be required to take a diagnostic Fitness Test at the beginning of the spring semester and a record Fitness Test at the end of the semester.

Evaluation and Grading

Lesson Assessments (quizzes, papers, etc.)	60%
Class Participation*	10%
Mid-Term Essay	10%
Final Exam	10%
Book Review/Presentation	10%
ACFT*	

NOTE: *Contracted Cadets are required to participate in **all** ROTC activities. Students auditing this class or not yet contracted, are encouraged but not required to participate in ROTC activities in-and-outside the classroom. APFT/ACFT training as applicable.

The following grading scale will be used based on 100 points possible.

90-100	A
80-89	B
70-79	C

Every attempt will be made to offer adequate written assessments in explaining evaluations. ***All late papers and assignments will receive a 10% reduction in grade.***

Character Development

NOTE: Throughout the year, your individual performance will be evaluated against required MSI-MSIV course end states and developmental outcomes. This evaluation is the PMSs' assessment of your performance against the Army Leadership Requirements Model (ALRM).

Each Student is responsible and expected to attain (know and do) the respective requirements for each MS Level. The tasks are grouped into the ALRM Attributes and Competencies.

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The Army will approve requests for accommodation of religious practices unless accommodation will have an adverse impact on unit readiness, individual readiness, unit cohesion, morale, good order, discipline, safety, and/or health.

Requests for religious accommodation generally fall into five major areas:

- Worship practices.
- Dietary practices.
- Medical practices.
- Wear and appearance of the uniform.
- Grooming practices.

For more information please refer to AR 600-20, Army Command Policy, 6 November 2014, Chapter 5, paragraph 5-6.

On-line Conduct

As members of the Army Team, our individual actions and interactions, on and off duty, online and offline reflect on the Army and our values. Every Soldier and Army Civilian is responsible to uphold the Army standards and values; applying all aspects into our lives. This includes our online conduct when communicating with any form of electronic media.

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Inappropriate Relationships

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The Army and all Army personnel (including any Army military, civilian, or contractor personnel) will treat each prospect, applicant, recruit, and trainee with dignity and respect as they pursue their aspiration of serving in the military. Army policy prohibits inappropriate relations between recruiters and prospects, applicants, and/or recruits and between trainers providing entry-level training and trainees. At a minimum and as required, the prospect, applicant, recruit, trainee, recruiter, or trainer will complete the following administrative actions. Commanders may add requirements to this list:

- (1) Trainers providing entry-level training will sign a DD Form 2982 that acknowledges their understanding of the prohibitions listed in paragraph 5d (of Army Directive 2016-17) and their responsibilities regarding the policies to avoid the inappropriate behaviors and relations outlined in this directive. The DD Form 2982 will be recertified annually. The form will be locally filed and kept for one (1) year after the trainer has left the unit.
- (2) At the onset of the first training session, trainers will brief trainees on the policies in this directive and provide information that trainees can use to contact someone in leadership if they wish to report any issue related to a trainer's inappropriate conduct.
- (3) Trainees will sign a DD Form 2983 to acknowledge their understanding and responsibilities as outlined in this directive no later than the first day of entry-level training. The DD Form 2983 will be locally filed and kept until six (6) months after the trainee has left the unit.

Sexual Discrimination

Title IX of the Education Amendments Act of 1972 is a federal law that states: No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.

Discriminatory Harassment

Harassment is behavior that is unwelcome or offensive to a reasonable person, whether oral, written, or physical, that creates an intimidating, hostile, or offensive environment. Harassment can occur through electronic communications, including social media, other forms of communication, and in person. Harassment may include offensive jokes, epithets, ridicule or mockery, insults or put-downs, displays of offensive objects or imagery, stereotyping, intimidating acts, veiled threats of violence, threatening or provoking remarks, racial or other slurs, derogatory remarks about a person's accent, or displays of racially offensive symbols. Activities or actions undertaken for a proper military or governmental purpose, such as combat survival training, are not considered harassment.

Discriminatory Harassment is a form of harassment that is unwelcome conduct based on race, color, religion, sex (including gender identity), national origin, or sexual orientation.

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The Army will also provide an environment free of unlawful discrimination and offensive behavior. The EO Policy applies both on and off post, during duty and non-duty hours, working, living, recreational environments (both on and off-post housing), and utilizing electronic media.

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Sexual Harassment/Assault

Across the Total Army, we continue to focus on eradicating sexual harassment and sexual assault from our ranks. We must do everything within our power to rid the Army of these crimes. This is a readiness issue that affects our ability to accomplish our mission. Over the past several years, we have placed a high priority on our prevention efforts, and although we are on the right trajectory, we still have significant room to improve. In all components, sexual assault reporting is increasing, which is an indication that our Soldiers trust their leaders to address the situation in a professional manner. We all have a responsibility to look out for one another - there can be no bystanders. Stay alert when the warning signs become present, and if you see something, ACT! Leaders and Soldiers have an ethical obligation to intervene to stop sexual harassment and sexual assault from happening. Those who do not, violate the Nation's trust and the trust of their peers.

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Prohibited Activities

Military personnel must not actively advocate supremacist, extremist, or criminal gang doctrine, ideology, or causes.

Military personnel must reject active participation in criminal gangs pursuant to section 544 of Public Law 110-181 and in other organizations that advocate supremacist, extremist, or criminal gang doctrine, ideology, or causes.

Prohibited activities include groups or causes that advance, encourage, or advocate illegal discrimination based on race, creed, color, sex, religion, ethnicity, or national origin or those that advance, encourage, or advocate the use of force, violence, or criminal activity or otherwise advance efforts to deprive individuals of their civil rights.

Suicide Prevention

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Ask: Ask a direct question such as, “Are you thinking about committing suicide?”

Care: Demonstrate care and concern by listening actively and offering help. Stay present with the person so they are not left alone

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Course Publications

Number	Title	Date	Additional Information
ADP 1	The Army	31 Jul 2019	
ADP 2-0	Intelligence	31 Jul 2019	
ADP 3-0	Operations	31 Jul 2019	
ADP 3-07	Stability	31 Jul 2019	
ADP 3-19	Fires	31 Jul 2019	
ADP 3-28	Defense Support of Civil Authorities	31 Jul 2019	

ADP 3-37	Protection	31 Jul 2019	
ADP 3-90	Offense and Defense	31 Jul 2019	
ADP 4-0	Sustainment	31 Jul 2019	
ADP 5-0	The Operations Process	31 Jul 2019	
ADP 6-0	Mission Command: Command and Control of Army Forces	31 Jul 2019	
ADP 6-22	Army Leadership and the Profession	31 Jul 2019	w/c1, Nov 19
ADP 7-0	Training	31 Jul 2019	
ATP 3-09.30			
ATP 3-09.30	Observed Fires	28 Sep 2017	
ATP 3-20.98	Scout Platoon	04 Dec 2019	
ATP 3-21.8	Infantry Platoon and Squad	12 Apr 2016	w/c1, Aug 16
ATP 3-21.10	Infantry Rifle Company	14 May 2018	
ATP 3-50.21	Survival	18 Sep 2018	
ATP 5-19	Risk Management	Apr 2014	w/c1, 12 Sep 2014
ATP 6-22.1	The Counseling Process	1 July 2014	
FM 1-02.1			
FM 1-02.1	Operational Terms	09 Mar 21	
FM 1-02.2	Military Symbols	10 Nov 2020	
FM 2-0	Intelligence	06 Jul 2018	
FM 3-90.1	Offense and Defense; Vol 1	14 Jun 2013	w/c1 & c2, Apr2015
FM 6-0	Commander and Staff Organization and Operations	05 May 2014	w/c2, 22 Apr 2016
FM 6-22	Leader Development	30 June 2015	
FM 7-0	Training	14 Jun 2021	
FM 7-22	Holistic Health and Fitness	01 Oct 2020	w/c1, 08 Oct 2020
JP 3-0			
JP 3-0	Joint Operations	17 Jan 2017	w/c1, Oct 2018
JP 3-07	Stability	03 Aug 2016	
JP 5-0	Joint Planning	01 Dec 2020	
STP 21-1 SMCT			
STP 21-1 SMCT	Warrior Skills Level 1	07 Sep 2021	
STP 21-24 SMCT	Warrior Leaders Skills Level 2, 3, and 4	09 Sep 2008	
TC 3-21.60			
TC 3-21.60	Visual Signals	17 Mar 2017	
TC 3-21.76	Ranger Handbook	26 Apr 2017	
TC 3-25.26	Map Reading and Land Navigation	15 Nov 2013	
AR 25-30			
AR 25-30	Army Publishing Program	14 Jun 2021	
AR 25-50	Preparing and Managing Correspondence	10 Oct 2020	
AR 600-20	Army Command Policy	24 Jul 2020	
AR 623-3	Evaluation Reporting System	14 Jun 2019	
AR 670-1	Wear and Appearance of Army Uniforms and Insignia	26 Jan 2021	

DA PAM 25-40	Army Publishing Program Procedures	14 Jun 2021	
DA PAM 600-3	Officer Professional Development and Career Management	03 Apr 2019	
DA PAM 600-4	Army Medical Department OPD and Career Management	30 Mar 2020	
DA Pam 623-3	Evaluation Reporting System	27 Sep 2019	
USACC REG 145-3	ROTC On-Campus Training and Leadership Development	18 Jun 2019	USACC Sharepoint
USACC REG 385-10	Cadet Command Safety Program Regulation	01 May 2016	USACC Sharepoint
ACFT Field Testing Manual	Army Combat Fitness Test https://www.army.mil/e2/downloads/rv7/acft/acft_field_testing_manual_final.pdf	Aug 2018	
CALL Handbook #18-37	The Army Combat Fitness Test Handbook https://usacac.army.mil/sites/default/files/publications/18-37.pdf	Sep 2018	
Army Directive 2020-06	Army Combat Fitness Test	12 Jun 2020	
Army Directive 2021-14	Army Physical Fitness Test and Army Combat Fitness Test	29 Apr 2021	
Misc.	Multiple Training Resource Videos	N/A	ATN: https://atn.army.mil/unit-training-management-(utm)/unit-training-management-(utm)#UTMVideos

Further Reading Publications:

For additional leadership references see Suggested Readings, published by the Center for the Army Profession and Leadership (CAPL) at <https://capl.army.mil/>, the Cadet Command Reading List at <https://army.deps.mil/army/cmds/USACC/Lists/Announcements/Attachments/54/Commanders%20Professional%20Reading%20List.doc> or, the U.S. Army Chief of Staff's Professional Reading List, United States Army Center for Military History, found at: <https://www.army.mil/leaders/csa/readinglist/>

COURSE ADD

All fields below are required

College : Liberal Arts

Department : Military Science

Rationale for adding the course:

Military Science courses have not been updated in several years to reflect the changes in Army leadership doctrine and tactics. The changes to courses are significant enough that new courses should be added rather than provide updates to existing courses.

All fields below are required

Subject Prefix and # MS 4401

Title (29 characters or fewer): The Army Officer

Dept. Administrative Code : 2020

[CIP Code](#) 28.0301.00

Departmental Approval Required Yes No

Course Level UG GR DR SP

Course will be taught: Face-to-Face Online Hybrid

How many times may the course be taken for credit? (Please indicate 1-9 times): 1

Should the course be exempt from the "Three Repeat Rule?" Yes No

Grading Mode: Standard Pass/Fail Audit

Description (600 characters maximum):

This is an academically challenging course where you will develop knowledge, skills, and abilities to plan, resource, and assess training at the small unit level. You will also learn about Army programs that support counseling subordinates and evaluating performance, values and ethics, career planning, and legal responsibilities. At the conclusion of this course, you will be familiar with how to plan, prepare, execute, and continuously assess the conduct of training at the company grade officer level. Includes a lab per week overseeing MS III lesson facilitation supervised by ROTC cadre.

Contact Hours (per week): 3 Lecture Hours 2 Lab Hours Other

Types of Instruction (Schedule Type): Select all that apply

- | | | | |
|---------------------------------------|-------------------|----------------------------|-------------------------------------|
| <input type="checkbox"/> A | Lecture | <input type="checkbox"/> H | Thesis |
| <input checked="" type="checkbox"/> B | Laboratory | <input type="checkbox"/> I | Dissertation |
| <input type="checkbox"/> C | Practicum | <input type="checkbox"/> K | Lecture/Lab Combined |
| <input checked="" type="checkbox"/> D | Seminar | <input type="checkbox"/> O | Discussion or Review (Study Skills) |
| <input type="checkbox"/> E | Independent Study | <input type="checkbox"/> P | Specialized Instruction |
| <input type="checkbox"/> F | Private Lesson | <input type="checkbox"/> Q | Student Teaching |

Fields below if applicable

If course is taught during a part of term in addition to a full 16-week term please indicate the length of the course (ex., 8 weeks):

TCCN (Use for lower division courses) :

Prerequisite(s):		
Course Number/ Placement Test	Minimum Grade Required/ Test Scores	Concurrent Enrollment Permitted? (Y/N)
MS3304	2.0	N
MS3305	2.0	N

Corequisite Course(s):

Equivalent Course(s):

Restrictions:	
Classification	
Major	

**Course Syllabus
Military Science (MS) 4401
The Army Officer
Fall Semester, 2022**

Instructor

Instructor(s): Email: Office Phone:

Classroom: Day: Time:

Instructor Office Hours:

Course Description

MS4401 focuses on development of the Army Officer. It is an academically challenging course where you will develop knowledge, skills, and abilities to plan, resource, and assess training at the small unit level. You will also learn about Army programs that support counseling subordinates and evaluating performance, values and ethics, career planning, and legal responsibilities. At the conclusion of this course, you will be familiar with how to plan, prepare, execute, and continuously assess the conduct of training at the company or field grade officer level. Includes a lab per week overseeing MS III lesson facilitation and supervised by ROTC Cadre.

Course Design

This course is designed to be student-centric with the onus of learning on the student, facilitated by the instructor. Army Officers are expected to be life-long learners who take responsibility and personal initiative for their learning. You must properly conduct your pre-class assignments to gain an understanding of the foundation on each subject in the course. Doing so will allow your instructor to spend the majority of the class time on specific areas that are least understood from the lessons, rather than your instructor teaching the subject from scratch. Your instructor has a wealth of experience and knowledge to share in the classroom—do your homework so your instructor can spend more time sharing his personal knowledge and experiences with your class. Class will be conducted in an interactive manner with ample opportunities for small group discussions and practical exercises. Everyone will be responsible for contributing to the success of the learning experience.

ROTC Advanced Course

The Advanced Course is an academically rigorous two-year college program comprised of four college courses (MS3304, 3305, MS4401, MS4402), Leadership Labs (two sets, Fall/Spring), and Advanced Camp conducted at Fort Knox, KY. MS 301, Training Management and the Warfighting Functions

The SROTC Course Outcomes are derived from the four Army Learning Areas (ALA) and General Learning Outcomes (GLOs) to develop objectives designed to prepare the newly commissioned second lieutenant for success at the Basic Officer Leader Course B (BOLC B) and as a junior officer at their first unit of assignment (FUA).

The four ALAs and General Learning Outcomes are:

1. Leadership and the Army Profession

MS4401

- Proficiency in creating and sustaining an organizational climate of trust and a shared identity as Army Professionals
 - Proficiency in the Army leader attribute and competency categories described in the Leadership Requirements Model
 - Proficiency in implementing and sustaining the fundamentals of development
2. Mission Command
- Proficiency in the principles of mission command
 - Proficiency in the elements of command and control (C2)
 - Proficiency in C2 Warfighter Function tasks and system to integrate elements of combat power
 - Proficiency in the fundamentals of the operations process to enable leaders to understand, visualize, describe, direct, lead, and assess operations
 - Proficiency in critical & creative thinking
3. Operations
- Proficiency in synchronizing all Warfighter Functions in Unified Land Operations in support of Joint Operations
 - Proficiency in understanding the OE across all domains
 - Proficiency in sustainment functions supporting Army Operations
4. Training
- Proficiency in planning, preparing, executing, and assessing training

Course Map

Published as a separate document for students

Overview of Class Sessions

MS4401-L01	Course Overview
MS4401-L02	Commander and Staff Organization and Operations
MS4401-L03	Operations and Planning Process
MS4401-L04	Army Training and Leader Development
MS4401-L05	Prioritizing Training & Planning and Preparation
MS4401-L06	Risk Management
MS4401-L07	Training Meetings
MS4401-L08	Training Execution
MS4401-L09	Training Evaluation and Assessment
MS4401-L10	Mission Command
MS4401-L11	Mission Command Case Studies
MS4401-L12	Developing Others I (Support Forms)
MS4401-L13	Developing Others II (Counseling)

MS4401

MS4401-L14	Officer Evaluation Report (OER)
MS4401-L15	NCO Evaluation Report (NCOER)
MS4401-L16	Ready and Resilient (R2) Program
MS4401-L17	SHARP Program
MS4401-L18	Suicide Prevention Program
MS4401-L19	Mid-term Exam
MS4401-L20	The Army as a Profession
MS4401-L21	The Army Ethic
MS4401-L22	Law of Land Warfare and Rules of Engagement (ROE)
MS4401-L23	Ethical Decision Vignette – Ordinary Soldiers
MS4401-L24	Civil-Military Relations
MS4401-L25	Operations Security
MS4401-L26	The Military Equal Opportunity Program
MS4401-L27	Officer Career Planning I
MS4401-L28	Officer Career Planning II
MS4401-L29	Leader Self-Development
MS4401-L30	Personal Financial Management
MS4401-L31	Military Pay and Finance
MS4401-L32	Cross Cultural Competency
MS4401-L33	Administrative Personnel Actions
MS4401-L34	The Uniform Code of Military Justice (UCMJ)
MS4401-L35	Administrative Discipline and Separation
MS4401-L36	Final Exam

ROTC Course Labs

MS4401 students will participate in the weekly lab sessions. Military Science labs are two-hours in duration each week and allow students to practice lessons and techniques taught in class during a hands-on learning experience.

Below are example Lab Topics. Military Science Lab topics are developed by the Senior Military Science Students (MSIV) based upon their experiences during Student Summer Training (CST).

LAB 01	<i>Commander's Time</i>
LAB 02	<i>Drill & Ceremonies</i>
LAB 03	<i>Team Building Exercise</i>
LAB 04	<i>Land Navigation I</i>

LAB 05	<i>Land Navigation II</i>
LAB 06	<i>Tactical Combat Casualty Care (TC3)</i>
LAB 07	<i>Fieldcraft</i>
LAB 08	<i>Pre-Combat Checks & Inspections for FTX</i>
LAB 09	<i>Military Communications</i>
LAB 10	<i>Pre-Marksmanship Instruction (PMI)</i>
LAB 11	<i>Individual Movement Techniques (IMT)</i>
LAB 12	<i>Team & Squad Movement Techniques</i>

Requirements

Lesson Assessments

Lesson Assessments will be given throughout the semester to assess your progress in learning the principles and practices related to the course material.

Class participation

You are expected to participate actively in learning through critical reflection, inquiry, dialogue, and group interactions. This includes participating in class discussion, sharing personal perspectives and experiences related to principles discussed in class or reading, working with fellow students to engage in class exercises, and leading lab exercises.

Leaders Eat Last Essay

Simon Sinek's ***Leaders Eat Last*** is an M4401 reading assignment.

The assignment includes a three to five pages paper connecting concepts from the book with the Army Leadership Requirements Model.

Students can review the book either as a free Audio Book or purchase the book using book stipend money. The purchase cost on Amazon is minimal.

The Free Audio Book link is available through AKO Online. Log in using your CAC, select Self Service, select My Education, and then Select Army e-Learning. If you have not registered, please register at this time. Upon being granted access, sign in to the Skillport site. On the left side of the screen you will see menus listed, about midpoint down, select Books 24 X 7. Agree with Terms and Conditions for Books 24 X 7. This will bring you to search page, you may use a search for the book title or author, select the go button to right of search bar as it doesn't automatically select when using the enter key. Select the book and download MP3s.

Mid-Term Exam

A Mid-Term Exam will be given to assess your knowledge achieved during the first half of the semester.

Final Exam

A cumulative Final Exam will be given to assess your knowledge achieved throughout the course of the semester.

Army Combat Fitness Test (ACFT)

As a future officer, you are expected to set the example for physical fitness according to Army regulations. You will be required to take a diagnostic ACFT at the beginning of the fall semester and again at the end of the semester.

NOTE: *Contracted Students are required to participate in ALL ROTC activities as stated in their contract.*

Evaluation and Grading

Lesson Assessments	60%
Class Participation	10%
Leaders Eat Last Essay	10%
Mid-term Exam	10%
Final Exam	10%

All late papers and assignments will receive a 10% reduction in grade.

The following grading scale will be used based on 100 points possible.

90-100	A
80-89	B
70-79	C
60-69	D

NOTE: Listed below are several additional methods used to assess knowledge and learning that the instructor may choose to implement as course requirements.

Character Development

NOTE: Throughout the year, your individual performance will be evaluated against required MSI-MSIV course end states and developmental outcomes. This evaluation is the PMSs' assessment of your performance against the Army Leadership Requirements Model (ALRM).

Each Student is responsible and expected to attain (know and do) the respective requirements for each MS Level. The tasks are grouped into the ALRM Attributes and Competencies.

Uniforms and Appearance

You are expected to wear OCPs (current Army combat uniform) to all classes and adhere to Army Regulation 670-1 with regard to uniforms and appearance.

Collaboration

You are encouraged to work together with your fellow Cadets and seek guidance and help from your instructor, MS IV Cadets, and other ROTC cadre.

Religious Accommodation

The Army places a high value on the rights of its Soldiers to observe tenets of their respective religions or to observe no religion at all.

The Army will approve requests for accommodation of religious practices unless accommodation will have an adverse impact on unit readiness, individual readiness, unit cohesion, morale, good order, discipline, safety, and/or health.

Requests for religious accommodation generally fall into five major areas:

- Worship practices.
- Dietary practices.
- Medical practices.
- Wear and appearance of the uniform.
- Grooming practices.

For more information please refer to AR 600-20, Army Command Policy, 6 November 2014, Chapter 5, paragraph 5-6.

On-line Conduct

As members of the Army Team, our individual actions and interactions, on and off duty, online and offline reflect on the Army and our values. Every Soldier and Army Civilian is responsible to uphold the Army standards and values; applying all aspects into our lives. This includes our online conduct when communicating with any form of electronic media.

Any type of online misconduct such as; harassment, bullying, hazing, stalking, discrimination, or retaliation that undermines the dignity and respect of another individual, is not consistent with Army Values, will NOT be condoned and subject to criminal, disciplinary, and/or administrative action.

It is every individuals' (Soldier, Army Civilian, contractor, and Family member) duty to understand the laws and regulations pertaining to Online Conduct. It is every leader's responsibility to enforce those laws and regulations pertaining to Online Conduct.

For more information please refer to AR 600-20, Army Command Policy, paras. 1-4, 4-19; Chapter 7; AR 600-100, and the Professionalization of Online Conduct ALARACT.

Inappropriate Relationships

Per Army Directive 2016-17 (Protecting Against Prohibited Relations During Recruiting and Entry-Level Training), and IAW Department of Defense Instructions (DoDI) 1304.33 (Protecting Against Inappropriate Relations During Recruiting and Entry Level Training).

The Army and all Army personnel (including any Army military, civilian, or contractor personnel) will treat each prospect, applicant, recruit, and trainee with dignity and respect as they pursue their aspiration of serving in the military. Army policy prohibits inappropriate relations between recruiters and prospects, applicants, and/or recruits and between trainers providing entry-level training and trainees. At a minimum and as required, the prospect, applicant, recruit, trainee, recruiter, or trainer will complete the following administrative actions. Commanders may add requirements to this list:

- (1) Trainers providing entry-level training will sign a DD Form 2982 that acknowledges their understanding of the prohibitions listed in paragraph 5d (of Army Directive 2016-17) and their

responsibilities regarding the policies to avoid the inappropriate behaviors and relations outlined in this directive. The DD Form 2982 will be recertified annually. The form will be locally filed and kept for one (1) year after the trainer has left the unit.

(2) At the onset of the first training session, trainers will brief trainees on the policies in this directive and provide information that trainees can use to contact someone in leadership if they wish to report any issue related to a trainer's inappropriate conduct.

(3) Trainees will sign a DD Form 2983 to acknowledge their understanding and responsibilities as outlined in this directive no later than the first day of entry-level training. The DD Form 2983 will be locally filed and kept until six (6) months after the trainee has left the unit.

Sexual Discrimination

Title IX of the Education Amendments Act of 1972 is a federal law that states: No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.

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Course References

- Course Syllabus (see <https://rotc.blackboard.com>)
- Bb Handouts (<https://rotc.blackboard.com> in each lesson plan)

- Fort Knox Map Sheet & Protractor

Course Publications

<u>Number</u>	<u>Title</u>	<u>Date</u>	<u>Additional Information</u>
ADP 1	The Army	31 JUL 19	
ADP 5-0	The Operations Process	31 JUL 19	
ADP 6-0	Mission Command: Command and Control of Army Forces	31 JUL 19	
ADP 6-22	Army Leadership and the Profession	31 JUL 19	w/ch1, 25 NOV 19
ADP 7-0	Training	31 JUL 19	
ATP			
ATP 3-05.1	Unconventional Warfare	6 SEP 13	w/ch1, 25 NOV 15
ATP 5-19	Risk Management	14 APR 14	w/ch1, 8 SEP 14
ATP 6-22.1	Counseling Process	1 JUL 14	
FM			
FM 1-04	Legal Support to the Operational Army	8 JUN 20	
FM 3-24.2	Tactics in Counterinsurgency	21 APR 09	
FM 6-0	Commanders and Staff Organization and Operations	5 MAY 14	w/ch2, 22 APR 16
FM 6-22	Leader Development	30 JUN 15	
FM 6-27	The Commander's Handbook on the Law of Land Warfare	7 AUG 19	w/ch1 20 SEP 19
FM 7-0	Training	14 JUN 21	
AR			
AR 25-50	Preparing and Managing Correspondence	10 NOV 20	
AR 27-10	Military Justice	20 NOV 20	
AR 37-104-4	Military Pay and Allowances Policy	8 JUN 05	
AR 350-1	Army Training and Leader Development Program	10 DEC 17	
AR 350-50	Combat Center Training Program	2 MAY 18	
AR 350-53	Comprehensive Soldier and Family Fitness	19 JUN 14	
AR 360-1	The Army Public Affairs Program	8 OCT 20	
AR 530-1	Operations Security	26 SEP 14	
AR 600-8-10	Leaves and Passes	3 JUN 20	
AR 600-8-19	Enlisted Promotions and Reductions	16 MAY 19	
AR 600-8-22	Military Awards	5 MAR 19	
AR 600-20	Command Policy	24 JUL 20	
AR 600-63	Army Health Promotion	14 APR 15	
AR 623-3	Evaluation Reporting System	14 JUN 19	
AR 635-200	Active Duty Enlisted Administrative Separations	19 DEC 16	

DA PAM 350-58	Army Leader Development Program	8 MAR 13	
DA PAM 600-3	Officer Professional Development and Career Management	3 APR 19	
DA PAM 600-4	Army Medical Department Officer Professional Development and Career Management	30 MAR 20	
DA PAM 600-8	Military Human Resources Management Administrative Procedures	20 MAY 19	
DA PAM 600-24	Health promotion, risk reduction, and suicide prevention	14 APR 15	
DA Pam 623-3	Evaluation Reporting System	27 SEP 19	
TRADOC Pam 525-3-3	U.S. Army Functional Concept for Mission Command 2020-2040	6 FEB 17	
	Unit Training Management	DEC 13	ATN
	LG to Company Training Meetings	DEC 13	ATN
	LG to AAR	DEC 13	ATN
	Develop Unit METL		ATN
	Determine KCT to Train		ATN
	Objective Assessment of Training Proficiency: Initial Operating Capability: Leader's Guide	29 SEP 17	ATN
	16 Cases of Mission Command	2013	Army U Press
	Commander's Legal Handbook	2015	JAG
	Operational Law Handbook	2015	JAG
	The Armed Forces Officer	2017	NDU Press
	Army Profession Pamphlet	OCT 18	CAPL
	Ordinary Soldiers: A study in Ethics, Law, and Leadership	2014	US Holocaust Memorial Museum
CCR 145-3	Reserve Officers Training Corps Precommissioning Training and Leadership Development	18 JUN 19	USACC Sharepoint

Website Links:

- **ROTC Blackboard (Bb)** - <https://rotc.blackboard.com/>
- **Army Knowledge Online (AKO)** - <https://www.us.army.mil/>
- **Army Training Network (ATN)** - <https://atn.army.mil/>
- **Central Army Registry (CAR)** - <https://atiam.train.army.mil/catalog>
- **Army Publication Division (APD)** - <https://armypubs.army.mil/>
- **United States Army Human Resources Command (HRC)** - <https://www.hrc.army.mil/>
- **Joint Electronic Library (JEL)** - <http://www.jcs.mil/Doctrine/Joint-Doctrine-Pubs/>
- **Army One Source Website** - <http://www.myarmyonesource.com/default.aspx>

MS4401

- **My Army Benefits Website -**
[http://myarmybenefits.us.army.mil/Home/Benefit_Library/Federal_Benefits_Page/Army_Community_Service_\(ACS\).html](http://myarmybenefits.us.army.mil/Home/Benefit_Library/Federal_Benefits_Page/Army_Community_Service_(ACS).html)

COURSE ADD

All fields below are required

College : Liberal Arts

Department : Military Science

Rationale for adding the course:

Military Science courses have not been updated in several years to reflect the changes in Army leadership doctrine and tactics. The changes to courses are significant enough that new courses should be added rather than provide updates to existing courses.

All fields below are required

Subject Prefix and # MS 4402

Title (29 characters or fewer): Company Grade Leadership

Dept. Administrative Code : 2020

[CIP Code](#) 28.0301.00

Departmental Approval Required Yes No

Course Level UG GR DR SP

Course will be taught: Face-to-Face Online Hybrid

How many times may the course be taken for credit? (Please indicate 1-9 times): 1

Should the course be exempt from the "Three Repeat Rule?" Yes No

Grading Mode: Standard Pass/Fail Audit

Description (600 characters maximum):

MS 4402 is an academically challenging course where you will develop knowledge, skills, and abilities required of junior officers pertaining to the Army in Unified Land Operations and Company Grade Officer roles and responsibilities. This course includes reading assignments, homework assignments, small group assignments, briefings, case studies, practical exercises, a mid-term exam, and an Oral Practicum as the final exam.

Contact Hours (per week): 3 Lecture Hours 2 Lab Hours Other

Types of Instruction (Schedule Type): Select all that apply

- | | |
|--|--|
| <input type="checkbox"/> A Lecture | <input type="checkbox"/> H Thesis |
| <input checked="" type="checkbox"/> B Laboratory | <input type="checkbox"/> I Dissertation |
| <input type="checkbox"/> C Practicum | <input type="checkbox"/> K Lecture/Lab Combined |
| <input checked="" type="checkbox"/> D Seminar | <input type="checkbox"/> O Discussion or Review (Study Skills) |
| <input type="checkbox"/> E Independent Study | <input type="checkbox"/> P Specialized Instruction |
| <input type="checkbox"/> F Private Lesson | <input type="checkbox"/> Q Student Teaching |

Fields below if applicable

If course is taught during a part of term in addition to a full 16-week term please indicate the length of the course (ex., 8 weeks):

TCCN (Use for lower division courses) :

Prerequisite(s):		
Course Number/ Placement Test	Minimum Grade Required/ Test Scores	Concurrent Enrollment Permitted? (Y/N)
MS3304	2.0	N
MS3305	2.0	N

Corequisite Course(s):

Equivalent Course(s):

Restrictions:	
Classification	
Major	

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**Course Syllabus
Military Science (MS) 4402
Company Grade Leadership
Spring Semester, 2023**

Instructor

Instructor(s):

Email:

Office Phone:

Classroom:

Day:

Time:

Instructor Office Hours:

Course Description

MS 4402 is an academically challenging course where you will develop knowledge, skills, and abilities required of junior officers pertaining to the Army in Unified Land Operations and Company Grade Officer roles and responsibilities. This course includes reading assignments, homework assignments, small group assignments, briefings, case studies, practical exercises, a mid-term exam, and an Oral Practicum as the final exam. Successful completion of this course will assist in preparing you for your BOLC B course and is a mandatory requirement for commissioning. Includes a lab per week overseeing MS III lesson facilitation and supervised by ROTC Cadre.

Course Design

This course is designed to be student-centric with the onus of learning on the student, facilitated by the instructor. Army Officers are expected to be life-long learners who take responsibility and personal initiative for their learning. You must properly conduct your pre-class assignments to gain an understanding of the foundation on each subject in the course. Doing so will allow your instructor to spend the majority of the class time on specific areas that are least understood from the lessons, rather than your instructor teaching the subject from scratch. Your instructor has a wealth of experience and knowledge to share in the classroom—do your homework so your instructor can spend more time sharing his personal knowledge and experiences with your class. Class will be conducted in an interactive manner with ample opportunities for small group discussions and practical exercises. Everyone will be responsible for contributing to the success of the learning experience.

ROTC Advanced Course

The Advanced Course is comprised of an academically rigorous 2-year program consisting of; four college courses with two Exams (Midterm/Final) per course, two sets of Leadership LABs (Fall/Spring), and the Cadet Summer Training (CST) Advanced Camp conducted during the summer in-between the MS III and MS IV years at Fort Knox, KY.

- MS 3304, Training Management and the Warfighting Functions
- Fall Leadership Labs
- MS 3305, Applied Leadership in Small Unit Operations
- Spring Leadership Labs
- CST Advanced Camp Fort Knox, KY
- MS 4401, The Army Officer
- Fall Leadership Labs

- **MS 4402, Company Grade Leadership**
- **Spring Leadership Labs**

The ROTC Course Outcomes are derived from the four Army Learning Areas (ALA) and General Learning Outcomes (GLOs) to develop objectives designed to prepare the newly commissioned second lieutenant for success at the Basic Officer Leader Course B (BOLC B) and as a junior officer at their first unit of assignment (FUA).

The four ALA's and Course Outcomes are:

1. Leadership and the Army Profession
 - Demonstrate proficiency in creating and sustaining an organizational climate of trust and a shared identity as Army Professionals
 - Demonstrate proficiency in the Army leader attribute and competency categories described in the Leadership Requirements Model
 - Demonstrate proficiency in implementing and sustaining the fundamentals of development
2. Mission Command
 - Demonstrate proficiency in the principles of mission command
 - Demonstrate proficiency in the elements of command and control (C2)
 - Demonstrate proficiency in C2 Warfighter Function tasks and system to integrate elements of combat power
 - Demonstrate proficiency in the fundamentals of the operations process to enable leaders to understand, visualize, describe, direct, lead, and assess operations
 - Demonstrate proficiency in critical & creative thinking
3. Operations
 - Demonstrate proficiency in synchronizing all Warfighter Functions in Unified Land Operations in support of Joint Operations
 - Demonstrate proficiency in understanding the OE across all domains
 - Demonstrate proficiency in sustainment functions supporting Army Operations
4. Training
 - Demonstrate proficiency in planning, preparing, executing, and assessing training

Course Map

NOTE: Cadre will provide the course map to students.

Overview of Class Sessions

MS4402-L01	Course Overview Oral Practicum Assignment
MS4402-L02	Introduction to Battle Analysis
MS4402-L03	The Armed Forces of the United States
MS4402-L04	Regionally Aligned Forces I: The OE in NORTHCOM / SOUTHCOM
MS4402-L05	Regionally Aligned Forces II: The OE in EUROM / INDOPACOM
MS4402-L06	Regionally Aligned Forces III: The OE in CENTCOM / AFRICOM

MS4402-L07	US Army Organizations
MS4402-L08	Army Enablers and Capabilities
MS4402-L09	Unified Land Operations I (Offense)
MS4402-L10	Unified Land Operations II (Defense)
MS4402-L11	Unified Land Operations III (Stability)
MS4402-L12	Unified Land Operations IV (DSCA)
MS4402-L13	Lieutenants in the Brigade Combat Team
MS4402-L14	Lieutenants in the Brigade Combat Team
MS4402-L15	Mid Term Exam
MS4402-L16	Platoon Leadership
MS4402-L17	Expanding your Sphere of Influence
MS4402-L18	Preventing Counterproductive Leadership
MS4402-L19	Taking Charge 1 (Initial Expectations and Responsibilities)
MS4402-L20	Taking Charge 2 (Your NCO Leadership)
MS4402-L21	Taking Charge 3 (Your Relationship with Your PLT)
MS4402-L22	Leadership Development Discussion: Leader's Eat Last and Start with Why
MS4402-L23	Secondary Responsibilities / Additional Duties
MS4402-L24	Army Installation Resources/Individual and Family Readiness
MS4402-L25	Unit Readiness I
MS4402-L26	Unit Readiness II - Supply
MS4402-L27	Unit Readiness III - Maintenance
MS4402-L28	Battle Analysis Presentations
MS4402-L29	Battle Analysis Presentations
MS4402-L30	Staff Ride Presentation
MS4402-L31	Oral Practicum
MS4402-L32	Oral Practicum
MS4402-L33	Oral Practicum
MS4402-L34	Oral Practicum
MS4402-L35	BOLC B Overview
MS4402-L36	Army ROTC Program Survey (AAR)

ROTC Course Labs

MS4402 students will participate in the weekly lab sessions. Military Science labs are two-hours in duration each week and allow students to practice lessons and techniques taught in class during a hands-on learning experience.

Below are example Lab Topics. Military Science Lab topics are developed by the Senior Military Science Cadets (MSIV) based upon their experiences during Cadet Summer Training (CST).

LAB 13	<i>Battle Drills I</i>
LAB 14	<i>Battle Drills II</i>
LAB 15	<i>Squad Tactics – Attack</i>
LAB 16	<i>Squad STX (Attack)</i>
LAB 17	<i>Squad Tactics – Ambush</i>
LAB 18	<i>Squad Tactics – Recon</i>
LAB 19	<i>Squad STX (Recon)</i>
LAB 20	<i>Fundamentals of Platoon Operations</i>
LAB 21	<i>Patrol Base Operations</i>
LAB 22	<i>Platoon Tactics – React to Contact</i>
LAB 23	<i>Platoon Tactics – Raid/Ambush</i>
LAB 24	<i>PCC/PCIs for Cadet Summer Training</i>

Requirements

Army ROTC Writing Program

The Army ROTC Writing Program will provide you with writing opportunities to give you experience in the Army writing style. Army writing is easy to read and understand. It is clear and concise. Readers are able to understand the sender’s message quickly and accurately.

The Army writing style is “writing you can understand in a single rapid reading, and is generally free of errors in grammar, mechanics, and usage” and “is clear, concise, organized, and right to the point”.

You will develop these skills through a series of writing assignments.

NOTE: Students refer to AR 600-20 Army Command Policy, 24 July 2020 for instructions about the Army Writing Style.

Lesson Assessments

-Quizzes

Quizzes will be given throughout the semester to assess your progress in learning the principles and practices related to the course material.

-Skills Presentation (Battle Analysis Presentations)

As a future officer, you will be required by your superior to present briefings. As a way to prepare you for the future requirements and assist with public speaking skills, Cadets will be assigned a specific subject to research and present an Information Brief. This brief will follow the format contained in FM 6-0, *Commanders and Staff Organization and Operations w/CH 2, 22 April 2016*, Chapter 7, Military Briefings.

1. Writing Skills: After being assigned a subject, write a three to five page essay, (typed and double-spaced).
2. Briefing Skills: Present a five minute information brief on a topic selected by the student and approved by the instructor.

Every attempt will be made to offer adequate written assessments in explaining evaluations.

Class Participation:

You are expected to participate actively in learning through critical reflection, inquiry, dialogue, and group interactions. This includes participating in class discussion, sharing personal perspectives and experiences related to principles discussed in class or reading, working with fellow students to engage in class exercises, and leading lab exercises.

Reading

Doctrinal Publications are available online at <https://armypubs.army.mil/>. Each lesson contains Student Readings to prepare for class.

Mid-Term Exam

A Mid-Term Exam will be given to assess your knowledge achieved during the first half of the semester.

Leadership Development Discussion Assignment:

Simon Sinek's ***Start with Why*** is a MS 402 reading assignment.

The assignment requires you to read the book and be prepared to participate in a Leadership Development Discussion, including concepts from the MS 4401 writing assignment on ***Leaders Eat Last***. At the conclusion of the discussion, you will write a personal statement of leadership that clarifies your Why.

Cadets can purchase the book using book stipend money. The purchase cost on Amazon is minimal.

Oral Practicum (Capstone Exercise)

For MS4402 L31-34 Oral Practicum, you will be required to answer questions from a comprehensive list covered throughout MS401 and 402 coursework.

ACFT

As a future officer, you are expected to set the example for physical fitness according to Army regulations. You will be required to take a diagnostic APFT at the beginning of the fall semester and a for-record ACFT at the end of the semester.

NOTE: *Contracted Cadets are required to participate in **ALL** ROTC activities as stated in their contract. Students auditing this class or not yet contracted are encouraged but not required to participate in ROTC activities outside of the classroom.*

Evaluation and Grading

Lesson Assessments	45%
Class Participation	10%
Mid-Term Exam	10%
Leadership Development Discussion Assignment	10%
Oral Practicum	25%

NOTE: The following grading scale will be used based on 100 points possible. Your University may have a specific grading scale to follow. All late papers and assignments will receive a 10% reduction in grade.

90-100	A
80-89	B
70-79	C
60-69	D

NOTE: Listed below are several additional methods used to assess knowledge and learning that the instructor may choose to implement as course requirements.

Character Development

NOTE: Throughout the year, your individual performance will be evaluated against required MSI-MSIV course end states and developmental outcomes. This evaluation is the PMSs' assessment of your performance against the Army Leadership Requirements Model (ALRM).

Each Student is responsible and expected to attain (know and do) the respective requirements for each MS Level. The tasks are grouped into the ALRM Attributes and Competencies.

Religious Accommodation

The Army places a high value on the rights of its Soldiers to observe tenets of their respective religions or to observe no religion at all.

The Army will approve requests for accommodation of religious practices unless accommodation will have an adverse impact on unit readiness, individual readiness, unit cohesion, morale, good order, discipline, safety, and/or health.

Requests for religious accommodation generally fall into five major areas:

- Worship practices.
- Dietary practices.
- Medical practices.
- Wear and appearance of the uniform.
- Grooming practices.

For more information please refer to AR 600-20, Army Command Policy, 6 November 2014, Chapter 5, paragraph 5-6.

On-line Conduct

As members of the Army Team, our individual actions and interactions, on and off duty, online and offline reflect on the Army and our values. Every Soldier and Army Civilian is responsible to uphold the Army standards and values; applying all aspects into our lives. This includes our online conduct when communicating with any form of electronic media.

Any type of online misconduct such as; harassment, bullying, hazing, stalking, discrimination, or retaliation that undermines the dignity and respect of another individual, is not consistent with Army Values, will NOT be condoned and subject to criminal, disciplinary, and/or administrative action.

It is every individuals' (Soldier, Army Civilian, contractor, and Family member) duty to understand the laws and regulations pertaining to Online Conduct. It is every leader's responsibility to enforce those laws and regulations pertaining to Online Conduct.

For more information please refer to AR 600-20, Army Command Policy, para 1-4, 4-19, Chapter 7, and AR 600-100.

Inappropriate Relationships

Per Army Directive 2016-17 (Protecting Against Prohibited Relations During Recruiting and Entry-Level Training), and IAW Department of Defense Instructions (DoDI) 1304.33 (Protecting Against Inappropriate Relations During Recruiting and Entry Level Training).

The Army and all Army personnel (including any Army military, civilian, or contractor personnel) will treat each prospect, applicant, recruit, and trainee with dignity and respect as they pursue their aspiration of serving in the military. Army policy prohibits inappropriate relations between recruiters and prospects, applicants, and/or recruits and between trainers providing entry-level training and trainees. At a minimum and as required, the prospect, applicant, recruit, trainee, recruiter, or trainer will complete the following administrative actions. Commanders may add requirements to this list:

- (1) Trainers providing entry-level training will sign a DD Form 2982 that acknowledges their understanding of the prohibitions listed in paragraph 5d (of Army Directive 2016-17) and their responsibilities regarding the policies to avoid the inappropriate behaviors and relations outlined in this directive. The DD Form 2982 will be recertified annually. The form will be locally filed and kept for one (1) year after the trainer has left the unit.
- (2) At the onset of the first training session, trainers will brief trainees on the policies in this directive and provide information that trainees can use to contact someone in leadership if they wish to report any issue related to a trainer's inappropriate conduct.
- (3) Trainees will sign a DD Form 2983 to acknowledge their understanding and responsibilities as outlined in this directive no later than the first day of entry-level training. The DD Form 2983 will be locally filed and kept until six (6) months after the trainee has left the unit.

Sexual Discrimination

Title IX of the Education Amendments Act of 1972 is a federal law that states: No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be

subjected to discrimination under any education program or activity receiving Federal financial assistance.

Discriminatory Harassment

Harassment is behavior that is unwelcome or offensive to a reasonable person, whether oral, written, or physical, that creates an intimidating, hostile, or offensive environment. Harassment can occur through electronic communications, including social media, other forms of communication, and in person. Harassment may include offensive jokes, epithets, ridicule or mockery, insults or put-downs, displays of offensive objects or imagery, stereotyping, intimidating acts, veiled threats of violence, threatening or provoking remarks, racial or other slurs, derogatory remarks about a person's accent, or displays of racially offensive symbols. Activities or actions undertaken for a proper military or governmental purpose, such as combat survival training, are not considered harassment.

Discriminatory Harassment is a form of harassment that is unwelcome conduct based on race, color, religion, sex (including gender identity), national origin, or sexual orientation.

The Army will provide equal opportunity and fair treatment for military personnel and Family members without regard to race, color, national origin, religion, sex (including gender identity), or sexual orientation which are known as the Bases of Discrimination.

The Army will also provide an environment free of unlawful discrimination and offensive behavior. The EO Policy applies both on and off post, during duty and non-duty hours, working, living, recreational environments (both on and off-post housing), and utilizing electronic media.

For updated information please refer to AR 600-20, Army Command Policy; 24 July 2020.

Sexual Harassment/Assault

Across the Total Army, we continue to focus on eradicating sexual harassment and sexual assault from our ranks. We must do everything within our power to rid the Army of these crimes. This is a readiness issue that affects our ability to accomplish our mission. Over the past several years, we have placed a high priority on our prevention efforts, and although we are on the right trajectory, we still have significant room to improve. In all components, sexual assault reporting is increasing, which is an indication that our Soldiers trust their leaders to address the situation in a professional manner. We all have a responsibility to look out for one another - there can be no bystanders. Stay alert when the warning signs become present, and if you see something, ACT! Leaders and Soldiers have an ethical obligation to intervene to stop sexual harassment and sexual assault from happening. Those who do not, violate the Nation's trust and the trust of their peers.

For updated information please refer to AR 600-20, Army Command Policy; 24 July 2020.

Prohibited Activities

Military personnel must not actively advocate supremacist, extremist, or criminal gang doctrine, ideology, or causes.

Military personnel must reject active participation in criminal gangs pursuant to section 544 of Public Law 110-181 and in other organizations that advocate supremacist, extremist, or criminal gang doctrine, ideology, or causes.

Prohibited activities include groups or causes that advance, encourage, or advocate illegal discrimination based on race, creed, color, sex, religion, ethnicity, or national origin or those that advance, encourage, or advocate the use of force, violence, or criminal activity or otherwise advance efforts to deprive individuals of their civil rights.

Suicide Prevention

ACE

Ask: Ask a direct question such as, “Are you thinking about committing suicide?”

Care: Demonstrate care and concern by listening actively and offering help. Stay present with the person so they are not left alone

Escort: Escort the person to talk with an RA, a professor, or another professional

Special Needs

The American with Disabilities Act of 1990 requires universities to provide a “reasonable accommodation” to any individual who advises us of a physical or mental disability. If you have a physical or mental limitation that requires an accommodation or an academic adjustment, please arrange a meeting with me at your earliest convenience.

If you have a disability and need classroom accommodations, please contact The Center for Accommodations and Support Services (CASS) at (915) 747-5148, or by email to cass@utep.edu, or visit their office located in UTEP Union East, Room 106. For additional information, please visit the CASS website at <https://www.utep.edu/student-affairs/cass/>.

Office Hours and Appointments

Office Hours are **[insert times available]** I will meet with any student(s) during office hours to discuss assignments, issues, or concerns. I will also make adjustments to my schedule (to meet with you) beyond office hours, if necessary.

Course Publications

<u>Number</u>	<u>Title</u>	<u>Date</u>	<u>Additional Information</u>
ADP 1-0	The Army	31 JUL 2019	
ADP 3-0	Operations	31 JUL 2019	
ADP 3-07	Stability	31 JUL 2019	
ADP 3-90	Offense and Defense	31 JUL 2019	
ADP 6-0	Mission Command	31 JUL 2019	
ADP 6-22	Army Leadership	31 JUL 2019	w/ch1, 25 NOV 2019

ATP 1-06.1	Field Ordering Officer (FOO) and Pay Agent (PA) Operations	10 MAY 2013	
ATP 3-21.8	Infantry Platoon and Squad	12 APR 2016	w/ch1, 23 AUG 2016
ATP 3-28.1	Multi-Service Tactics Techniques, and Procedures for Defense Support of Civil Authorities (DSCA)	11 FEB 2021	
ATP 4-33	Maintenance Operations	9 JUL 2019	w/ch1, 19 NOV 2019
FM 3-24.2			
FM 3-24.2	Tactics in Counterinsurgency	21 APR 2009	
FM 3-96	Brigade Combat Team	19 JAN 2021	
FM 6-0	Commander and Staff Organization and Operations	5 MAY 2014	w/ch2, 22 APR 2016
FM 6-22	Leader Development	30 JUN 2015	
FM 7-0	Training	14 JUN 2021	
JP 3-0			
JP 3-0	Joint Operations	17 JAN 2017	w/ch1, 22 OCT 2018
JP 5-0	Joint Planning	1 DEC 2020	
TR350-36			
TR350-36	Basic Officer Leader Training Policies and Administration	20 FEB 2020	
TRADOC PAM 525-3-1	The U.S. Army Operating Concept: Win in a Complex World	27 NOV 2018	
TRADOC PAM 525-8-2	The US Army Learning Concept for Training and Education 2020-2040	13 APR 2017	
CMH 70-21			
CMH 70-21	The Staff Ride	1 OCT 2020	
AR 350-1			
AR 350-1	Army Training and Leader Development	10 DEC 2017	
AR 530-1	Operations Security	26 SEP 2014	
AR 600-20	Command Policy	24 JUL 2020	
AR 600-85	The Army Substance Abuse Program	23 JUL 2020	
AR 608-20	Army Voting Assistance Program	13 NOV 2020	
AR 710-2	Supply Policy Below the National Level	28 MAR 2008	
AR 735-5	Property Accountability Policies	09 NOV 2016	
AR 750-1	Army Materiel Maintenance Policy	28 OCT 2019	
DA PAM 600-35			
DA PAM 600-35	Relationships between Soldiers of Different Ranks	21 JUL 2017	
DA PAM 710-2-1	Using Unit Supply System (Manual Procedures)	01 DEC 2016	
DA PAM 750-1	Commanders' Maintenance Handbook	4 DEC 2013	

DA PAM 750-8	The Army Maintenance Management System (TAMMS) User's Manual	22 AUG 2005	
CCR 145-3	Reserve Officers Training Corps Precommissioning Training and Leadership Development	18 JUN 2019	USACC Sharepoint
GTA 90-01-020	DSCA Handbook	30 JUL 2010	CAR

Additional Publication Sites: (selected readings available online)

- **Army Knowledge Online (AKO)** - <https://www.ako2.us.army.mil/local/pre-acceptance.html>
- **Army Training Network (ATN)**- <https://atn.army.mil/>
- **Central Army Registry (CAR)**-<https://atiam.train.army.mil/catalog>
- **Army Publication Division (APD)**- <https://armypubs.army.mil/>
- **Joint Electronic Library (JEL)**- <http://www.jcs.mil/Doctrine/Joint-Doctrine-Pubs/>
- **Milsuite**-
<https://login.milsuite.mil/?goto=https%3A%2F%2Fwww.milsuite.mil%3A443%2Fbook%2Fgroups%2Fmy-training-homepage>
- **Army One Source Website** - <http://www.myarmyonesource.com/default.aspx>
- **My Army Benefits Website** -
[http://myarmybenefits.us.army.mil/Home/Benefit_Library/Federal_Benefits_Page/Army_Community_Service_\(ACS\).html](http://myarmybenefits.us.army.mil/Home/Benefit_Library/Federal_Benefits_Page/Army_Community_Service_(ACS).html)
- **ROTC Blackboard (Bb)**-
https://rotc.blackboard.com/webapps/portal/execute/tabs/tabAction?tab_tab_group_id=118_1

Minor in Military Science Degree Plan

Code	Title	Hours
Required Courses:		
HIST 3313	American Military History	3
Select six hours from the following:		15 <u>6</u>
AS 1231	Heritage Values US Air Force I	
AS 1232	Herit. Values US Air Force II	
AS 2231	Team and Leadership Fund. I	
AS 2232	Team and Leadership Fund. II	
MS 11041	Introduction to the Army to Basic Military Skills	
MS 11053	Intro to Basic Military Skills Foundations of Leadership	
MS 22012	Military Skills Leadership and Ethics	
MS 2203	Military Skills Army Doctrine and Decision Making	
Please choose nine hours from the courses below or any upper-division courses from Computer Science, Criminal Justice, History, Political Science, or Sociology		<u>9</u>
AS 3431	Leading People & Eff. Comm. II	
AS 3432	Leading People & Eff. Comm. II	
AS 4431	Nat. Sec. Aff/Active Duty I	
AS 4432	Nat. Sec. Aff/Active Duty II	
MS 33041	Military Science III Training Management	
MS 3305	Applied Leadership In Small Unit Operations Military Science III	
MS 44301	Military Science IV The Army Officer	

Code	Title	Hours
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<u>MS 43402</u>	<u>Military Science IV Company Grade Leadership</u>	
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Total Hours		18
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