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

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Science course numbers and titles have not been maintained in the UTEP course catalog in several years, resulting in outdated course titles and inconsistent course numbers, which are causing confusion among students.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

☐ Lecture ☐ H Thesis
☒ B Laboratory ☐ I Dissertation
☐ C Practicum ☐ K Lecture/Lab Combined
☒ D Seminar ☐ O Discussion or Review (Study Skills)
☐ E Independent Study ☐ P Specialized Instruction
☐ F Private Lesson ☐ Q Student Teaching
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):

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Corequisite Course(s):

Equivalent Course(s):

Restrictions:

Classification

Major
Course Syllabus
Military Science (MS) 1104
Introduction to the Army
Fall Semester, 2022

Instructor
Instructor(s): Email: Office Phone:

Classroom: Day: Time:
Instructor Office Hours:

Course Description
MS1104 focuses on introduction to the Army and basic Soldier skills. It 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. Included is a weekly lab facilitated by MS III Students, supervised by MS IV’s 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
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).*

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

**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:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Points</th>
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<tbody>
<tr>
<td>A</td>
<td>90-100</td>
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<tr>
<td>B</td>
<td>80-89</td>
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<tr>
<td>C</td>
<td>70-79</td>
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<tr>
<td>D</td>
<td>60-69</td>
</tr>
</tbody>
</table>

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
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

☐ A  Lecture  ☐ H  Thesis
☒ B  Laboratory  ☐ I  Dissertation
☐ C  Practicum  ☐ K  Lecture/Lab Combined
☒ D  Seminar  ☐ O  Discussion or Review (Study Skills)
☐ E  Independent Study  ☐ P  Specialized Instruction
☐ F  Private Lesson  ☐ 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):

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Restrictions:

Classification
<table>
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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.

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

**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

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<tr>
<th>Evaluation Category</th>
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<tr>
<td>Class Participation</td>
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<td>Assignments (Lesson Assessments/Practical Exercises/Quizzes)</td>
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<td>Mid-Term Exam</td>
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<tr>
<td>Final Exam</td>
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</table>

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 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, 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

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<td>Army Leadership and the Profession</td>
<td>07/31/2019</td>
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<td>Commanders and Staff Organization and Operations</td>
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<td>Preparing and Managing Correspondence</td>
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<td>Wear and Appearance of Uniforms and Insignia</td>
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<td>ROTC Pre-commissioning Training and Leadership Development</td>
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GUIDES/HB/Misc
Additional Readings:

- 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

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/](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](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/](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

☒ A Lecture ☐ H Thesis
☐ B Laboratory ☐ I Dissertation
☐ C Practicum ☐ K Lecture/Lab Combined
☒ D Seminar ☐ O Discussion or Review (Study Skills)
☐ E Independent Study ☐ P Specialized Instruction
☐ F Private Lesson ☐ 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):

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Corequisite Course(s):

Equivalent Course(s):

Restrictions:

Classification
| Major |   |
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
MS2201

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).*

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

**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

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Participation</td>
<td>25%</td>
</tr>
<tr>
<td>Lesson Assessments</td>
<td>15%</td>
</tr>
<tr>
<td>Semester Evaluations:</td>
<td></td>
</tr>
<tr>
<td>Journal Essay Assignment</td>
<td>15%</td>
</tr>
<tr>
<td>Journal Essay Assignment</td>
<td>15%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>20%</td>
</tr>
</tbody>
</table>
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]

<table>
<thead>
<tr>
<th>Score Range</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>90-100</td>
<td>A</td>
</tr>
<tr>
<td>80-89</td>
<td>B</td>
</tr>
<tr>
<td>70-79</td>
<td>C</td>
</tr>
<tr>
<td>60-69</td>
<td>D</td>
</tr>
</tbody>
</table>

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 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 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.

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

**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://centerforplainlanguage.org/
- http://capl.army.mil
- http://www.preventsexualassault.army.mil/
- http://www.army.mil/media/amp/?bctid=114827147001
- http://www.bbc.co.uk/ethics/war
- http://www.youtube.com/user/usarmy
- https://platoonleader.net/
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.

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
☐ A Lecture  ☐ H Thesis
☒ B Laboratory  ☐ I Dissertation
☐ C Practicum  ☐ K Lecture/Lab Combined
☒ D Seminar  ☐ O Discussion or Review (Study Skills)
☐ E Independent Study  ☐ P Specialized Instruction
☐ F Private Lesson  ☐ 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):

<table>
<thead>
<tr>
<th>Prerequisite(s):</th>
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<tbody>
<tr>
<td>Course Number/ Placement Test</td>
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</tr>
</tbody>
</table>

Corequisite Course(s):

Equivalent Course(s):

Restrictions:

Classification

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

**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**

<table>
<thead>
<tr>
<th>Evaluation Area</th>
<th>Weightage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Participation</td>
<td>15%</td>
</tr>
<tr>
<td>Assignments (Lesson Assessments/Practical Exercises/Quizzes)</td>
<td>30%</td>
</tr>
<tr>
<td>Mid-Term Exam</td>
<td>25%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>30%</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Number</th>
<th>Title</th>
<th>Date</th>
<th>Additional Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADP</td>
<td></td>
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<tr>
<td>ADP 1</td>
<td>The Army</td>
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<td>ADP 3-37</td>
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<tr>
<td>ADP 3-90</td>
<td>Offense and Defense</td>
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<td>ADP 4-0</td>
<td>Sustainment</td>
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<tr>
<td>ADP 5-0</td>
<td>The Operations Process</td>
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<tr>
<td>ADP 6-0</td>
<td>Mission Command; Command and Control of Army Forces</td>
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<tr>
<td>ADP 6-22</td>
<td>Army Leadership and the Profession</td>
<td>07/31/2019</td>
<td>w/c1, Nov 19</td>
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<tr>
<td>ATP</td>
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<tr>
<td>ATP 2-33.4</td>
<td>Intelligence Analysis</td>
<td>01/10/2020</td>
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<tr>
<td>ATP 3-07.5</td>
<td>Stability Techniques</td>
<td>08/31/2012</td>
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<tr>
<td>ATP 3-21.8</td>
<td>Infantry Platoon and Squad</td>
<td>04/12/2016</td>
<td>w/c1, 08/23/2016</td>
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<td>ATP 3-21.10</td>
<td>Infantry Rifle Company</td>
<td>05/14/2018</td>
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<td>ATP 3-50.21</td>
<td>Survival</td>
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<td>ATP 5-19</td>
<td>Risk Management</td>
<td>Apr 2014</td>
<td>w/c1, 12 Sep 2014</td>
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<td>ATP 6-22.1</td>
<td>Counseling Process</td>
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<td>ATP 6-22.6</td>
<td>Army Team Building</td>
<td>10/30/2015</td>
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<td>JP 3-0</td>
<td>Joint Operations</td>
<td>01/17/2017</td>
<td>w/c1, Oct 2018</td>
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<td>FM</td>
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<td>FM 1-02.1</td>
<td>Operational Terms</td>
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<td>FM 1-02.2</td>
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<td>(w/C2 2015)</td>
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<td>FM 3-96</td>
<td>Brigade Combat Team</td>
<td>10/08/2015</td>
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<tr>
<td>FM 6-0</td>
<td>Commanders and Staff Organization and Operations</td>
<td>05 May 2014</td>
<td>(w/C2 2016)</td>
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<tr>
<td>FM 6-22</td>
<td>Leader Development</td>
<td>06/30/2015</td>
<td></td>
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<tr>
<td>FM 7-22</td>
<td>Holistic Health and Fitness</td>
<td>01 Oct 2020</td>
<td>w/c1, 08 Oct 2020</td>
</tr>
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<tr>
<td>FM 6-27</td>
<td>The Commander's Handbook on the Law of Land Warfare</td>
<td>08/07/2019</td>
<td>w/C1</td>
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</table>

**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 7-22.7 | 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
- **Revision Date**: 18 Feb 2015

### USACC
- **CCR 145-3**: ROTC Pre-commissioning Training and Leadership Development
- **Revision Date**: 2019
- **Source**: USACC Sharepoint

### GUIDES/HB/Misc
- **The Army Profession (Pamphlet)**
- **Revision Date**: 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
- **Revision Date**: April 2018
- **CJCS Guide 5260**: A Self-Help Guide to Antiterrorism
- **Revision Date**: 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/](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](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/](https://www.army.mil/leaders/csa/readinglist/)

### Web Sites
- **Army Training Network (ATN)**: [https://atn.army.mil/](https://atn.army.mil/)
- **Central Army Registry (CAR)**: [https://rdl.train.army.mil/catalog/dashboard](https://rdl.train.army.mil/catalog/dashboard)
- **ROTC Blackboard (Bb)**: [https://rotc.blackboard.com/webapps/portal/execute/tabs/tabAction?tab_tab_group_id=118_1](https://rotc.blackboard.com/webapps/portal/execute/tabs/tabAction?tab_tab_group_id=118_1)
- **US Army Virtual Branch Outreach (VBO) Portal**: [https://vbo.army.mil/](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 were 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

☐ A Lecture          ☐ H Thesis
☒ B Laboratory       ☐ I Dissertation
☐ C Practicum       ☐ K Lecture/Lab Combined
☒ D Seminar         ☐ O Discussion or Review (Study Skills)
☐ E Independent Study ☐ P Specialized Instruction
☐ F Private Lesson  ☐ Q Student Teaching
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):

<table>
<thead>
<tr>
<th>Course Number/ Placement Test</th>
<th>Minimum Grade Required/ Test Scores</th>
<th>Concurrent Enrollment Permitted? (Y/N)</th>
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<tbody>
<tr>
<td>MS2201</td>
<td>2.0</td>
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<tr>
<td>MS2202</td>
<td>2.0</td>
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</table>

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 into 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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<td>MS3304-L01</td>
<td>Course Overview</td>
</tr>
<tr>
<td>MS3304-L02</td>
<td>OML Overview</td>
</tr>
<tr>
<td>MS3304-L03</td>
<td>Training Management Process</td>
</tr>
<tr>
<td>MS3304-L04</td>
<td>Rehearsals and Pre-Execution Checks</td>
</tr>
<tr>
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<td>Course Title</td>
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<tr>
<td>MS3304-L05</td>
<td>After Action Reviews</td>
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<tr>
<td>MS3304-L06</td>
<td>Leadership Lab Certification</td>
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<tr>
<td>MS3304-L07</td>
<td>Army Publications, Online Resources, and Professional Reading <em>(‘Start with Why’ assigned)</em></td>
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<tr>
<td>MS3304-L08</td>
<td>Map Reading Review</td>
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<td>MS3304-L11</td>
<td>Navigational Methods &amp; Route Planning</td>
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<td>MS3304-L12</td>
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<td>MS3304-L13</td>
<td>Route Planning Practical Exercise</td>
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<td>MS3304-L14</td>
<td>METT-TC</td>
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<td>MS3304-L15</td>
<td>Leadership Lab Certification</td>
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<tr>
<td>MS3304-L16</td>
<td>Sand Tables / Terrain Models</td>
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<td>MS3304-L17</td>
<td>Introduction to the Army Operational Concept / C2</td>
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<td>MS3304-L18</td>
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<td>MS3304-L19</td>
<td>Movement and Maneuver</td>
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<tr>
<td>MS3304-L20</td>
<td>Branch Orientation Briefings (IN, AR, AV)</td>
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<td>MS3304-L21</td>
<td>Leadership Lab Certification</td>
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<td>MS3304-L22</td>
<td>Intelligence</td>
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<td>MS3304-L23</td>
<td>Branch Orientation Briefings (MI, SC, CY)</td>
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<td>MS3304-L25</td>
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<td>Sustainment</td>
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<td>Branch Orientation Briefings (OD, TC, QM, AG, FI, MS)</td>
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<td>MS3304-L31</td>
<td>Protection</td>
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<td>MS3304-L35</td>
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<td>MS3304-L36</td>
<td><strong>Final Exam</strong></td>
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**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).*

<table>
<thead>
<tr>
<th>LAB 01</th>
<th>Commander’s Time</th>
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<tbody>
<tr>
<td>LAB 02</td>
<td>Drill &amp; Ceremonies</td>
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<td>LAB 03</td>
<td>Team Building Exercise</td>
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<td>LAB 04</td>
<td>Land Navigation I</td>
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<td>Land Navigation II</td>
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<td>Tactical Combat Casualty Care (TC3)</td>
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<td>LAB 07</td>
<td>Fieldcraft</td>
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<td>LAB 08</td>
<td>Pre-Combat Checks &amp; Inspections for FTX</td>
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<td>LAB 09</td>
<td>Military Communications</td>
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<td>LAB 10</td>
<td>Pre-Marksmanship Instruction (PMI)</td>
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<td>LAB 11</td>
<td>Individual Movement Techniques (IMT)</td>
</tr>
<tr>
<td>LAB 12</td>
<td>Team &amp; Squad Movement Techniques</td>
</tr>
</tbody>
</table>

**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)**

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Page 4 of 12
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/](http://www.apd.army.mil/)

**Evaluation**

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<tr>
<td>Lesson Assessments (quizzes, papers, etc.)</td>
<td>50%</td>
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<tr>
<td>Class Participation*</td>
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<tr>
<td>*‘Start with Why’ Essay</td>
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<td>Branch Orientation Briefings</td>
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**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

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**USACC Sharepoint: [https://usacac.army.mil/node/2176](https://usacac.army.mil/node/2176)**

**USACC Sharepoint: [https://usacac.army.mil/node/2411](https://usacac.army.mil/node/2411)**
Additional Publication Sites (selected readings available online):

- Army Training Network (ATN): [https://atn.army.mil/](https://atn.army.mil/)
- ROTC Blackboard (Bb): [https://rotc.blackboard.com/webapps/portal/execute/tabs/tabAction?tab_tab_group_id=118_1](https://rotc.blackboard.com/webapps/portal/execute/tabs/tabAction?tab_tab_group_id=118_1)
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.

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

☒ A Lecture  ☐ H Thesis
☐ B Laboratory  ☐ I Dissertation
☐ C Practicum  ☐ K Lecture/Lab Combined
☒ D Seminar  ☐ O Discussion or Review (Study Skills)
☐ E Independent Study  ☐ P Specialized Instruction
☐ F Private Lesson  ☐ Q Student Teaching
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):

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Corequisite Course(s):

Equivalent Course(s):

Restrictions:

Classification

Major
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
1. 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 |
MS 3305: Applied Leadership In Small Unit Operations

Course Syllabus

Revision Date: 15 November 2021

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).*

<table>
<thead>
<tr>
<th>LAB 13</th>
<th><strong>Battle Drills I</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>LAB 14</td>
<td><strong>Battle Drills II</strong></td>
</tr>
<tr>
<td>LAB 15</td>
<td><strong>Squad Tactics – Attack</strong></td>
</tr>
<tr>
<td>LAB 16</td>
<td><strong>Squad STX (Attack)</strong></td>
</tr>
<tr>
<td>LAB 17</td>
<td><strong>Squad Tactics – Ambush</strong></td>
</tr>
</tbody>
</table>

Page 3 of 11
LAB 18 | **Squad Tactics – Recon**

LAB 19 | **Squad STX (Recon)**

LAB 20 | **Fundamentals of Platoon Operations**

LAB 21 | **Patrol Base Operations**

LAB 22 | **Platoon Tactics – React to Contact**

LAB 23 | **Platoon Tactics – Raid/Ambush**

LAB 24 | **PCC/PCIs for Cadet Summer Training**

**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**

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Lesson Assessments (quizzes, papers, etc.)</td>
<td>60%</td>
</tr>
<tr>
<td>Class Participation*</td>
<td>10%</td>
</tr>
<tr>
<td>Mid-Term Essay</td>
<td>10%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>10%</td>
</tr>
<tr>
<td>Book Review/Presentation</td>
<td>10%</td>
</tr>
<tr>
<td>ACFT*</td>
<td></td>
</tr>
</tbody>
</table>

**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.

<table>
<thead>
<tr>
<th>Grade Points</th>
<th>Grade</th>
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<tbody>
<tr>
<td>90-100</td>
<td>A</td>
</tr>
<tr>
<td>80-89</td>
<td>B</td>
</tr>
<tr>
<td>70-79</td>
<td>C</td>
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</tbody>
</table>

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.

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/](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**

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<th>Number</th>
<th>Title</th>
<th>Date</th>
<th>Additional Information</th>
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<td>Offense and Defense</td>
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<td>ADP 4-0</td>
<td>Sustainment</td>
<td>31 Jul 2019</td>
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<td>ADP 5-0</td>
<td>The Operations Process</td>
<td>31 Jul 2019</td>
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<td>ADP 6-0</td>
<td>Mission Command: Command and Control of Army Forces</td>
<td>31 Jul 2019</td>
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<td>ADP 6-22</td>
<td>Army Leadership and the Profession</td>
<td>31 Jul 2019 w/c1, Nov 19</td>
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<td>ADP 7-0</td>
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<td>ATP 3-21.8</td>
<td>Infantry Platoon and Squad</td>
<td>12 Apr 2016 w/c1, Aug 16</td>
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<td>Infantry Rifle Company</td>
<td>14 May 2018</td>
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<td>ATP 3-50.21</td>
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<td>Apr 2014 w/c1, 12 Sep 2014</td>
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<td>Warrior Leaders Skills Level 2, 3, and 4</td>
<td>09 Sep 2008</td>
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<td>TC 3-21.60</td>
<td>Visual Signals</td>
<td>17 Mar 2017</td>
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<td>TC 3-21.76</td>
<td>Ranger Handbook</td>
<td>26 Apr 2017</td>
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<td>TC 3-25.26</td>
<td>Map Reading and Land Navigation</td>
<td>15 Nov 2013</td>
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<td>AR 25-30</td>
<td>Army Publishing Program</td>
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<tr>
<td>AR 25-50</td>
<td>Preparing and Managing Correspondence</td>
<td>10 Oct 2020</td>
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<td>Army Command Policy</td>
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<td>Evaluation Reporting System</td>
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<td>Wear and Appearance of Army Uniforms and Insignia</td>
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<td>Officer Professional Development and Career Management</td>
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| 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
| 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|
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 were 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

☒ A Lecture ☐ H Thesis
☐ B Laboratory ☐ I Dissertation
☐ C Practicum ☐ K Lecture/Lab Combined
☒ D Seminar ☐ O Discussion or Review (Study Skills)
☐ E Independent Study ☐ P Specialized Instruction
☐ F Private Lesson ☐ Q Student Teaching
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):

<table>
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<tr>
<th>Prerequisite(s):</th>
<th>Course Number/Placement Test</th>
<th>Minimum Grade Required/Test Scores</th>
<th>Concurrent Enrollment Permitted? (Y/N)</th>
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<tr>
<td></td>
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<td>2.0</td>
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<tr>
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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
• 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)
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).*

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

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**

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Lesson Assessments</td>
<td>60%</td>
</tr>
<tr>
<td>Class Participation</td>
<td>10%</td>
</tr>
<tr>
<td>Leaders Eat Last Essay</td>
<td>10%</td>
</tr>
<tr>
<td>Mid-term Exam</td>
<td>10%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>10%</td>
</tr>
</tbody>
</table>

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.

**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

<table>
<thead>
<tr>
<th>Number</th>
<th>Title</th>
<th>Date</th>
<th>Additional Information</th>
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<tr>
<td>ADP 1</td>
<td>The Army</td>
<td>31 JUL 19</td>
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<td>ADP 5-0</td>
<td>The Operations Process</td>
<td>31 JUL 19</td>
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<td>ADP 6-0</td>
<td>Mission Command: Command and Control of Army Forces</td>
<td>31 JUL 19</td>
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<td>ADP 6-22</td>
<td>Army Leadership and the Profession</td>
<td>31 JUL 19</td>
<td>w/ch1, 25 NOV 19</td>
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<td>ADP 7-0</td>
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<td>ATP 3-05.1</td>
<td>Unconventional Warfare</td>
<td>6 SEP 13</td>
<td>w/ch1, 25 NOV 15</td>
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<td>ATP 5-19</td>
<td>Risk Management</td>
<td>14 APR 14</td>
<td>w/ch1, 8 SEP 14</td>
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<td>ATP 6-22.1</td>
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<td>1 JUL 14</td>
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<td>FM 1-04</td>
<td>Legal Support to the Operational Army</td>
<td>8 JUN 20</td>
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<td>FM 3-24.2</td>
<td>Tactics in Counterinsurgency</td>
<td>21 APR 09</td>
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<td>FM 6-0</td>
<td>Commanders and Staff Organization and Operations</td>
<td>5 MAY 14</td>
<td>w/ch2, 22 APR 16</td>
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<td>FM 6-22</td>
<td>Leader Development</td>
<td>30 JUN 15</td>
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<td>FM 6-27</td>
<td>The Commander's Handbook on the Law of Land Warfare</td>
<td>7 AUG 19</td>
<td>w/ch1, 20 SEP 19</td>
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<td>FM 7-0</td>
<td>Training</td>
<td>14 JUN 21</td>
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<td>AR 25-50</td>
<td>Preparing and Managing Correspondence</td>
<td>10 NOV 20</td>
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<tr>
<td>AR 27-10</td>
<td>Military Justice</td>
<td>20 NOV 20</td>
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<tr>
<td>AR 37–104–4</td>
<td>Military Pay and Allowances Policy</td>
<td>8 JUN 05</td>
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<tr>
<td>AR 350-1</td>
<td>Army Training and Leader Development Program</td>
<td>10 DEC 17</td>
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<tr>
<td>AR 350-50</td>
<td>Combat Center Training Program</td>
<td>2 MAY 18</td>
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<tr>
<td>AR 350-53</td>
<td>Comprehensive Soldier and Family Fitness</td>
<td>19 JUN 14</td>
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<td>AR 360-1</td>
<td>The Army Public Affairs Program</td>
<td>8 OCT 20</td>
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<td>AR 530-1</td>
<td>Operations Security</td>
<td>26 SEP 14</td>
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<td>AR 600-8-10</td>
<td>Leaves and Passes</td>
<td>3 JUN 20</td>
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<td>AR 600-8-19</td>
<td>Enlisted Promotions and Reductions</td>
<td>16 MAY 19</td>
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<td>AR 600-8-22</td>
<td>Military Awards</td>
<td>5 MAR 19</td>
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<td>AR 600-20</td>
<td>Command Policy</td>
<td>24 JUL 20</td>
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<td>AR 600-63</td>
<td>Army Health Promotion</td>
<td>14 APR 15</td>
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<td>AR 623-3</td>
<td>Evaluation Reporting System</td>
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<td>AR 635-200</td>
<td>Active Duty Enlisted Administrative Separations</td>
<td>19 DEC 16</td>
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<td>DA PAM 350-58</td>
<td>Army Leader Development Program</td>
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<td>DA PAM 600-3</td>
<td>Officer Professional Development and Career Management</td>
<td>3 APR 19</td>
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<td>DA PAM 600-4</td>
<td>Army Medical Department Officer Professional Development and Career Management</td>
<td>30 MAR 20</td>
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<tr>
<td>DA PAM 600-8</td>
<td>Military Human Resources Management Administrative Procedures</td>
<td>20 MAY 19</td>
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<tr>
<td>DA PAM 600-24</td>
<td>Health promotion, risk reduction, and suicide prevention</td>
<td>14 APR 15</td>
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<tr>
<td>DA Pam 623-3</td>
<td>Evaluation Reporting System</td>
<td>27 SEP 19</td>
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<tr>
<td>TRADOC Pam 525-3-3</td>
<td>U.S. Army Functional Concept for Mission Command 2020-2040</td>
<td>6 FEB 17</td>
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### Training Management

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<thead>
<tr>
<th>Activity</th>
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<tbody>
<tr>
<td>Unit Training Management</td>
<td>DEC 13</td>
<td>ATN</td>
</tr>
<tr>
<td>LG to Company Training Meetings</td>
<td>DEC 13</td>
<td>ATN</td>
</tr>
<tr>
<td>LG to AAR</td>
<td>DEC 13</td>
<td>ATN</td>
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<tr>
<td>Develop Unit METL</td>
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<td>ATN</td>
</tr>
<tr>
<td>Determine KCT to Train</td>
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<td>ATN</td>
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<tr>
<td>Objective Assessment of Training Proficiency: Initial Operating Capability: Leader’s Guide</td>
<td>29 SEP 17</td>
<td>ATN</td>
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### Books

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<tr>
<th>Title</th>
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<tr>
<td>16 Cases of Mission Command</td>
<td>2013</td>
<td>Army U Press</td>
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<tr>
<td>Commander’s Legal Handbook</td>
<td>2015</td>
<td>JAG</td>
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<tr>
<td>Operational Law Handbook</td>
<td>2015</td>
<td>JAG</td>
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<td>The Armed Forces Officer</td>
<td>2017</td>
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<td>Army Profession Pamphlet</td>
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<td>CAPL</td>
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<td>Ordinary Soldiers: A study in Ethics, Law, and Leadership</td>
<td>2014</td>
<td>US Holocaust Memorial Museum</td>
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<tr>
<td>Reserve Officers Training Corps</td>
<td>18 JUN 19</td>
<td>USACC Sharepoint</td>
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<tr>
<td>Precommissioning Training and Leadership Development</td>
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</tbody>
</table>

**Website Links:**

- ROTC Blackboard (Bb) - [https://rotc.blackboard.com/](https://rotc.blackboard.com/)
- Army Knowledge Online (AKO) - [https://www.us.army.mil/](https://www.us.army.mil/)
- Army Training Network (ATN) - [https://atn.army.mil/](https://atn.army.mil/)
- Central Army Registry (CAR) - [https://atiam.train.army.mil/catalog](https://atiam.train.army.mil/catalog)
- Army Publication Division (APD) - [https://armypubs.army.mil/](https://armypubs.army.mil/)
- United States Army Human Resources Command (HRC) - [https://www.hrc.army.mil/](https://www.hrc.army.mil/)
- Army One Source Website - [http://www.myarmyonesource.com/default.aspx](http://www.myarmyonesource.com/default.aspx)
• My Army Benefits Website -
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

☐ A Lecture ☐ H Thesis
☒ B Laboratory ☐ I Dissertation
☐ C Practicum ☐ K Lecture/Lab Combined
☒ D Seminar ☐ O Discussion or Review (Study Skills)
☐ E Independent Study ☐ P Specialized Instruction
☐ F Private Lesson ☐ Q Student Teaching
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):**

<table>
<thead>
<tr>
<th>Course Number/Placement Test</th>
<th>Minimum Grade Required/Test Scores</th>
<th>Concurrent Enrollment Permitted? (Y/N)</th>
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<tbody>
<tr>
<td>MS3304</td>
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<tr>
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**Corequisite Course(s):**

**Equivalent Course(s):**

**Restrictions:**

**Classification**

**Major**
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 EUCOM / INDOPACOM |
| MS4402-L06 | Regionally Aligned Forces III: The OE in CENTCOM / AFRICOM |
MS 4402, Company Grade Leadership  
Course Syllabus  
Revision Date: 15 November 2021  

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).

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

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/](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 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, 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/](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**

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<th>Number</th>
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<th>Additional Information</th>
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<tr>
<td>ADP 1-0</td>
<td>The Army</td>
<td>31 JUL 2019</td>
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<td>Stability</td>
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<td>Offense and Defense</td>
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<td>ADP 6-0</td>
<td>Mission Command</td>
<td>31 JUL 2019</td>
<td>w/ch1, 25 NOV 2019</td>
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<td>ATP 1-06.1</td>
<td>Field Ordering Officer (FOO) and Pay Agent (PA) Operations</td>
<td>10 MAY 2013</td>
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<td>ATP 3-21.8</td>
<td>Infantry Platoon and Squad</td>
<td>12 APR 2016</td>
<td>w/ch1, 23 AUG 2016</td>
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<td>Authorities (DSCA)</td>
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<td>ATP 4-33</td>
<td>Maintenance Operations</td>
<td>9 JUL 2019</td>
<td>w/ch1, 19 NOV 2019</td>
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<td>FM 3-24.2</td>
<td>Tactics in Counterinsurgency</td>
<td>21 APR 2009</td>
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<td>FM 3-96</td>
<td>Brigade Combat Team</td>
<td>19 JAN 2021</td>
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<td>FM 6-0</td>
<td>Commander and Staff Organization and Operations</td>
<td>5 MAY 2014</td>
<td>w/ch2, 22 APR 2016</td>
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<td>FM 6-22</td>
<td>Leader Development</td>
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<td>FM 7-0</td>
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<td>JP 3-0</td>
<td>Joint Operations</td>
<td>17 JAN 2017</td>
<td>w/ch1, 22 OCT 2018</td>
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<td>JP 5-0</td>
<td>Joint Planning</td>
<td>1 DEC 2020</td>
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<tr>
<td>TR350-36</td>
<td>Basic Officer Leader Training Policies and Administration</td>
<td>20 FEB 2020</td>
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<tr>
<td>TRADOC PAM 525-3-1</td>
<td>The U.S. Army Operating Concept: Win in a Complex World</td>
<td>27 NOV 2018</td>
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<td>TRADOC PAM 525-8-2</td>
<td>The US Army Learning Concept for Training and Education 2020-2040</td>
<td>13 APR 2017</td>
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<td>CMH 70-21</td>
<td>The Staff Ride</td>
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<td>AR 350-1</td>
<td>Army Training and Leader Development</td>
<td>10 DEC 2017</td>
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<td>AR 530-1</td>
<td>Operations Security</td>
<td>26 SEP 2014</td>
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<td>AR 600-20</td>
<td>Command Policy</td>
<td>24 JUL 2020</td>
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<td>AR 600-85</td>
<td>The Army Substance Abuse Program</td>
<td>23 JUL 2020</td>
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<td>AR 608-20</td>
<td>Army Voting Assistance Program</td>
<td>13 NOV 2020</td>
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<td>AR 710-2</td>
<td>Supply Policy Below the National Level</td>
<td>28 MAR 2008</td>
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<td>AR 735-5</td>
<td>Property Accountability Policies</td>
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<td>AR 750-1</td>
<td>Army Materiel Maintenance Policy</td>
<td>28 OCT 2019</td>
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<td>DA PAM 600-35</td>
<td>Relationships between Soldiers of Different Ranks</td>
<td>21 JUL 2017</td>
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<td>DA PAM 710-2-1</td>
<td>Using Unit Supply System (Manual Procedures)</td>
<td>01 DEC 2016</td>
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<td>DA PAM 750-1</td>
<td>Commanders’ Maintenance Handbook</td>
<td>4 DEC 2013</td>
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</table>
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/
- ROTC Blackboard (Bb)- https://rotc.blackboard.com/webapps/portal/execute/tabs/tabAction?tab_tab_group_id=118_1
# Minor in Military Science Degree Plan

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<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Hours</th>
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<tbody>
<tr>
<td></td>
<td><strong>Required Courses:</strong></td>
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<td>HIST 3313</td>
<td>American Military History</td>
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<td><strong>Select six hours from the following:</strong></td>
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<td>AS 1231</td>
<td>Heritage Values US Air Force I</td>
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<td>AS 1232</td>
<td>Herit. Values US Air Force II</td>
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<td>AS 2231</td>
<td>Team and Leadership Fund. I</td>
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<td>AS 2232</td>
<td>Team and Leadership Fund. II</td>
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<td>MS 11044</td>
<td>Introduction to the Army to Basic Military Skills</td>
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<tr>
<td>MS 11053</td>
<td>Foundations of Leadership</td>
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<td>MS 22012</td>
<td>Leadership and Ethics</td>
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<td>MS 2203</td>
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<td><strong>Please choose nine hours from the courses below:</strong></td>
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<tr>
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<td>or Sociology</td>
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<td>AS 3431</td>
<td>Leading People &amp; Eff. Comm. II</td>
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<td>Nat. Sec. Aff/Active Duty I</td>
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<td>MS 3305</td>
<td>Applied Leadership In Small Unit Operations</td>
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<td>MS 44301</td>
<td>The Army Officer</td>
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<tr>
<td>MS 43402</td>
<td>Military Science IV-Company Grade Leadership</td>
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**Total Hours** 18