

MEMORANDUM

TO: Fort Wayne Senate

FROM: Talia Bugel, Chair  
Curriculum Review Subcommittee

DATE: January 3, 2014

SUBJ: Minor in Military Science

The Curriculum Review Subcommittee met on November 6, 2013 to review the attached proposal for a Minor in Military Science.

The committee finds that the proposed minor requires no Senate review.

Approving:

Talia Bugel  
Nancy Jackson  
Rebecca Jensen  
Myeong Hwan Kim  
Susan Skekloff  
Steve Sarratore (*ex officio*)

Not Approving

Absent

Ron Duchovic (Sabbatical leave)  
Craig Hill (Sabbatical leave)

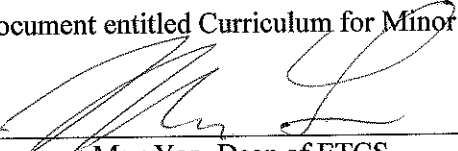
COLLEGE OF ENGINEERING, TECHNOLOGY, AND COMPUTER SCIENCE (ETCS)  
ASSEMBLY OF REPRESENTATIVES

ASSEMBLY OF REPRESENTATIVES DOCUMENT

Document No. 12-13 (9)  
Date March 4, 2013  
(Date sent forward)

To: **Curriculum Committee**  
**College of Engineering, Technology, and Computer Science**

The Dean submits the attached document entitled Curriculum for Minor in Military Science for your recommendation.

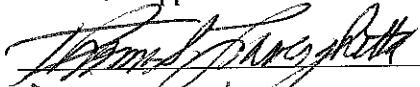
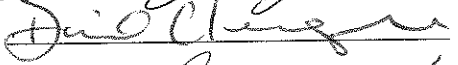
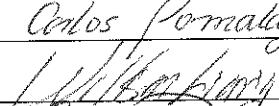
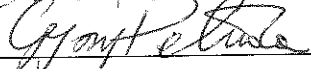
  
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Max Yen, Dean of ETCS

To: **Assembly of Representatives**

The Curriculum Committee of the College of Engineering, Technology, and Computer Science


Recommends  Does Not Recommend the approval of the attached document.

# of votes Yes 5 No 0

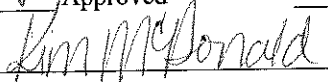
 Chair  
  
  


(signatures of all Assembly committee members)

**Assembly of Representatives Action**

13 Approved 0 Disapproved # of votes: Yes 13 No 0  
 Chair 3/4/13 Date

**Dean, ETCS**

Approved  Disapproved  
 Dean 3/6/13 Date

**IPFW**  
**Request for a New Minor**

Proposed Title of Minor: **Military Science**

Department Offering the Minor: **College of Engineering, Technology, and Computer Science**

Projected Date of Implementation: **Fall 2013**

**I. Why is this minor needed? (Rationale)**

Military Science/Army Reserve Officers Training Corps (ROTC) is one of the best leadership courses in the country and this minor can be taken as a part of any BS program at IPFW. During classes and field training, military science students will learn first-hand what it takes to lead others, manage and motivate people, and how to achieve goals of an organization. Upon graduation from IPFW with a minor in military science, the graduate will be commissioned as an Officer in the United States Army and may serve in the Active Army, Indiana Army National Guard, or the United States Army Reserve. Currently, Purdue University, University of Southern Indiana, and Ball State University all have thriving military science programs that offer it as a minor to their students.

**II. List the major topics and curriculum of the minor.**

Leadership, military operations and tactics, math reasoning, computer science, human behavior, written and oral communication skills, management, logistics, physical fitness, first aid, staff functions, military justice, military history, counseling, principles of war, law of war, and the organization of the Department of Defense.

**III. What are the admission requirements?**

Academically aligned freshmen and sophomores may enroll in the Military Science 100 and 200 level classes without incurring any military service obligation. Scholarship opportunities exist for freshmen and sophomores but they will incur a military service obligation in exchange for scholarship benefits. Military Science 300 and 400 level classes may only be taken by academically aligned juniors, seniors, or graduate students that have been accepted into the upper division program. Students in the 300 and 400 level classes have signed a contract to receive scholarships or other tuition assistance will incur a military service obligation. Those students that fulfill contracting obligations will earn a minor in military science.

**IV. Describe student population to be served.**

All IPFW students will be served by providing an opportunity to take military science classes and those meeting contracting criteria may be offered an opportunity to complete the minor and receive a Commission as a Second Lieutenant in the United States Army, Indiana Army National Guard, or the United States Army Reserve.

**V. How does this minor complement the campus or departmental mission?**

Enabling IPFW students to take military science classes and possibly earn a commission in the army provides an option that serves the needs of northeast Indiana which is home to the Indiana Army National Guard, 293<sup>rd</sup> Infantry Battalion and other United States Army Reserve units. Many times, students who could not attend college due to the financial burden are given the opportunity to attend college due to the tuition assistance from the Indiana Army National Guard or the federal government. The nearest site that offers this program as a minor is Ball State University, which poses a hardship for IPFW students who desire to earn a minor due to geographic location. Furthermore, we collaborate with

JROTC programs in the area to promote IPFW on their high school campus to increase enrollment and community awareness.

VI. Describe any relationship to existing programs within the university.

This minor can be taken with any existing program. Army officers and non-commissioned officers that currently instruct here at IPFW will teach the courses as outlined in section VIII.

VII. List and indicate the resources required to implement the proposed minor. Indicate sources (e.g., reallocations or any new resources such as personnel, library holdings, equipment, etc.).

The United States Army or the Indiana Army National Guard will provide an adjunct faculty member to teach and manage the military science classes taught at IPFW. The United States Army will pay all benefits and allowances to the ROTC faculty with no expense to IPFW. No additional classroom or facilities are needed other than the office space and classrooms that the program currently occupies.

VIII. Describe any innovative features of the program (e.g., involvement with local or regional agencies, or offices, cooperative efforts with other institutions, etc.).

This program will establish an educational partnership with Ball State University Department of Military Science, which will provide administrative oversight to the IPFW military science program. Local high schools and military units will be poised to provide additional students with the opportunity to attend IPFW who, otherwise, would have been forced to attend another university in the state that offered the military science program as a minor. Two, three, and four year scholarships are available to students.

**Curriculum for Minor in Military Science/ Army Reserve Officer's Training Corps (ROTC)**

<u>Course Number and Title</u>	<u>Credits</u>
MSL 101 Leadership and Personal Development	1
MSL 102 Introduction to Tactical Leadership	1
MSL 201 Individual Leadership Studies	2
MSL 202 Foundations of Tactical Leadership	2
MSL 301 Adaptive Team Leadership	3
MSL 302 Applied Team Leadership	3
MSL 401 Leadership and Management	3
MSL 402 Leadership in a Complex World	3

Select one of the following approved IPFW OLS Courses (3 credit hours)

OLS 252 Human Relations in Organizations	
OLS 268 Elements of Law	
OLS 274 Applied Leadership	3

Select one of the following approved IPFW History Courses (3 credit hours)

HIST H105 American History to 1877	
HIST H106 American History since 1877	
HIST H232 World in the 20 <sup>th</sup> Century	
HIST A303 United States from 1789-1840	
HIST A313 United States 1865-1919	
HIST T325 American Constitutional History	3
<b>Total: 24 hours</b>	



# Leadership and Personal Development

## Course Overview

MSL 101 introduces Cadets to the personal challenges and competencies that are critical for effective leadership. Cadets learn how the personal development of life skills such as critical thinking, goal setting, time management, stress management, and physical/mental fitness (resiliency training) relate to leadership, officership, and the Army profession.

The focus is on developing basic knowledge and comprehension of Army leadership dimensions while gaining a big picture understanding of the ROTC program, its purpose in the Army, and its advantages for the student.

## Course Objectives

### Leadership

- Explain the importance of time management
- Understand how time management impacts Troop Leading Procedures

### Personal Development

- Develop short & long-term goals for a personal health and fitness program
- Define the basic elements of time and stress management
- Identify benefits of resiliency awareness in a personal fitness program

### Values and Ethics

- Explain the Warrior Ethos
- List and define the Seven Army Values

### Officership

- Explain the importance of being a model citizen as an Army officer
- React to passing colors, National music, and approaching officers
- Identify Army customs, courtesies, and Cadet rank structure
- Understand the impact of CULP on leader development

### Tactics and Techniques

- Identify symbols and colors on a military map
- Work effectively in teams with fellow Cadets

Lesson 1	Lesson 2	Lesson 3	Lesson 4	Lesson 5	Lesson 6	Lesson 7	Lesson 8	Lesson 9	Lesson 10	Lesson 11	Lesson 12
Course Overview & Rank Structure	Intro to Stress Management	Time Management Intro to Troop Leading Procedures	Goal Setting	US Military Customs & Courtesies	Midterm Exam	Officership & the Army Profession	Intro to Warrior Ethos	Intro to Map Reading	Health & Fitness	Intro to Cultural Understanding and Language Proficiency (CULP)	Final Exam
Lab 1	Lab 2	Lab 3	Lab 4	Lab 5	Lab 6	Lab 7	Lab 8	Lab 9	Lab 10	Lab 11	Lab 12
Drill & Ceremony	Combat Water Survival	Land Navigation I	Land Navigation II	Individual & Squad Movement Techniques	Employ Hand Grenades & Claymore Mines	Battle Drills	Squad Tactics I	Squad Tactics II	Squad Tactics III	Fieldcraft & Pre-Combat Checks & Inspections	Cmndr's Time

TRACK LEGEND:	Leadership	Personal Development	Values & Ethics	Officership	Tactics & Techniques	Overview & Assessment
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# MSL 102 SYLLABUS

## Introduction to Tactical Leadership

### Course Overview

MSL 102 overviews leadership fundamentals such as setting direction, problem-solving, listening, presenting briefs, providing feedback, and using effective writing skills. Cadets explore dimensions of leadership attributes and core leader competencies in the context of practical, hands-on, and interactive exercises.

Continued emphasis is placed on recruitment and retention of Cadets. Cadre role models and the building of stronger relationships among the Cadets through common experience and practical interaction are critical aspects of the MSL 102 experience.

### Course Objectives

#### Leadership

- Distinguish between leadership attributes and core leader competencies
- Illustrate how a leader leads, develops, and achieves

#### Values and Ethics

- Explain how values impact leadership
- Describe the importance of Warrior Ethos for effective leadership

#### Personal Development

- Develop a personal goals plan
- Explain the basic elements of Army communication

#### Officership

- Explain the importance of personal development for officership

#### Tactics and Techniques

- Describe the components of a fire team and squad
- Describe the three individual movement techniques
- Identify symbols and colors on a military map

Lesson 1	Lesson 2	Lesson 3	Lesson 4	Lesson 5	Lesson 6	Lesson 7	Lesson 8	Lesson 9	Lesson 10	Lesson 11	Lesson 12
ROTC & Course Overview	Goal Setting	Intro to Effective Army Communication	Intro to Tactics I	Intro to Tactics II	Midterm Exam	Intro to Map Reading	Intro to Land Navigation	Army Leadership - Character and Presence	Army Leadership - Leader Intelligence	Army Leadership - Core Leader Competencies	Final Exam
Lab 13	Lab 14	Lab 15	Lab 16	Lab 17	Lab 18	Lab 19	Lab 20	Lab 21	Lab 22	Lab 23	Lab 24
Commander's Time	First Aid	Leader Reaction Course	Squad Tactics IV	Platoon Movement	Platoon Tactics - Patrolling I	Platoon Tactics - Patrolling II	Land Navigation III	Land Navigation IV	Weapons - Pre-Marksmanship Instruction	Tactical Communication, Reporting, & Call for Fire	CASEVAC

<b>TRACK LEGEND:</b>	Leadership	Personal Development	Officership	Tactics & Techniques	Values & Ethics	Overview & Assessment
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# MSL 2011-12 SY 2012-13 Foundations of Tactical Leadership

## Course Overview

MSL 201 explores the dimensions of creative and innovative tactical leadership strategies and styles by examining team dynamics and two historical leadership theories that form the basis of the Army leadership framework (trait and behavior theories). Cadets practice aspects of personal motivation and team building in the context of planning, executing, and assessing team exercises and participating in leadership labs.

Focus is on continued development of the knowledge of leadership attributes and core leader competencies through an understanding of Army rank, structure, duties and basic aspects of land navigation and squad tactics. Case studies provide tangible context for learning the Soldier's Creed and Warrior Ethos.

## Course Objectives

- Leadership**
  - Describe the three stages of team development
  - Identify different leadership theories that contributed to the Army Leadership Framework
  - Develop a PRT schedule
- Personal Development**
  - Describe tools a leader or group can use to manage time
  - Describe effective communication
  - Deliver a formal information briefing
- Officership**
  - None
- Tactics and Techniques**
  - Practice map reading techniques
  - Practice land navigation techniques
  - Describe the seven steps of problem solving
  - Describe the eight troop leading procedures
  - Understand the linkage between Troop Leading Procedures (TLP), the Military Decision Making Process (MDMP), and the Operation Order (OPORD)
  - Demonstrate knowledge of tactical movement under different METT-TC scenarios
  - Define Warrior Tasks and Battle Drills
  - Understand the Purpose of Offensive Operations
  - Define the purpose of pre-combat checks and inspections
- Values and Ethics**
  - Apply Values and Ethics principles

Lesson 1a ROTC & Course Overview	Lesson 2a Map Reading I	Lesson 3a Land Navigation I	Lesson 4a Intro to Problem Solving	Lesson 5a Intro to Plans and Orders	Lesson 6a Intro to Battle Drills	Lesson 7a Offensive Operations	Lesson 8a Team Building	Lesson 9a Interpersonal Communication	Lesson 10a Leadership Traits & Behaviors	Lesson 11a Culture Briefs I	Lesson 12a Intro to First Aid
Lesson 1b Army Physical Readiness Training Program	Lesson 2b Map Reading II	Lesson 3b Land Navigation II	Lesson 4b Intro to Troop Leading Procedures	Lesson 5b Squad Movement	Lesson 6b Midterm Exam	Lesson 7b Intro to Pre-Combat Checks & Inspections	Lesson 8b Time Management	Lesson 9b Effective Army Briefing	Lesson 10b Leadership Theory Discussion	Lesson 11b Culture Briefs II	Lesson 12b Final Exam
Lab 1 Drill & Ceremony	Lab 2 Combat Water Survival	Lab 3 Land Navigation I	Lab 4 Land Navigation II	Lab 5 Individual & Squad Movement Techniques	Lab 6 Employ Hand Grenades & Claymore Mines	Lab 7 Battle Drills	Lab 8 Squad Tactics I	Lab 9 Squad Tactics II	Lab 10 Squad Tactics III	Lab 11 Fieldcraft & Pre-Combat Checks & Inspections	Lab 12 Commander's Time



# MSL 202 SY 2012-13 Foundations of Tactical Leadership

## Course Overview

MSL 202 examines the challenges of leading tactical teams in the operational environment. The course highlights dimensions of terrain analysis, patrolling, and operation orders. Further study of the theoretical basis of the Army Leadership Requirements Model explores the dynamics of adaptive leadership in the context of military operations.

MSL 202 prepares Cadets for MSL 301. Cadets develop greater self awareness as they assess their own leadership styles and practice communication and team building skills. Case studies give insight into the importance and practice of teamwork and tactics in real-world scenarios

## Course Objectives

- Leadership**
  - Explain the situational, transformational, and adaptive leadership theories and their relationship to the Army Leadership Requirements Model
  - Illustrate dimensions of transformational and situational leadership
  - Describe methods of assessing leadership styles
  - Explain your personal approach to leadership
- Values and Ethics**
  - Explain the relationship Army Values, leadership, and the Army's Equal Opportunity program
- Personal Development**
  - Practice effective writing techniques in accordance with the Army standard for effective writing
  - Explain how to set goals and manage time at the team level
  - Develop team mission statement and goals
  - Explain ways to establish priorities and avoid distracters
- Officership**
  - Describe the Army Threat Awareness and Reporting Program, Threat Levels and Force Protection Conditions, and the National Terrorism Advisory System.
  - Identify Army and government information resources regarding Terrorism.
- Tactics and Techniques**
  - Distinguish between the different types of Army plans and orders
  - Demonstrate terrain analysis and route planning skills
  - Explain the five-paragraph format for an operations order
  - Describe the characteristics and techniques of defensive operations
  - Explain how squads and platoons plan for and conduct patrols
  - List and describe the five aspects of military terrain using (OAKOC)
  - Interpret an operation order

Lesson 01a ROTC & Course Overview	Lesson 02a Team Goals & Time Management	Lesson 03a Intro to Terrain Analysis	Lesson 04a Intro to Patrolling	Lesson 05a Patrol Base Operations	Lesson 06a Midterm Exam	Lesson 07a Intro to Plans and Orders	Lesson 08a Navigational Methods & Route Planning	Lesson 09a Transformational Leadership	Lesson 10a Adaptive Leadership	Lesson 11a Leadership Capstone Presentations	Lesson 12a Threat Awareness and Reporting
Lesson 01b Army Values & the Army Equal Opportunity Program	Lesson 02b Advanced Time Management	Lesson 03b Terrain Analysis Practical Exercise	Lesson 04b Patrolling Organization	Lesson 05b Defense II	Lesson 06b Effective Writing	Lesson 07b Operations Orders	Lesson 08b Route Planning (Practical Exercise)	Lesson 09b Situational Leadership	Lesson 10b Leadership Analysis	Lesson 11b Assessing Your Own Leadership	Lesson 12b Final Exam
Lab 13 Commander's Time	Lab 14 First Aid	Lab 15 Leader Reaction Course	Lab 16 Squad Tactics IV (Practical Exercise)	Lab 17 Platoon Movement	Lab 18 Platoon Tactics - Patrolling I	Lab 19 Platoon Tactics - Patrolling II	Lab 20 Land Navigation III	Lab 21 Land Navigation IV	Lab 22 Weapons - Pre-Marksmanship Instruction	Lab 23 Tactical Communication, Reporting, & Call for Fire	Lab 24 First Aid - Casualty Evacuation (CASEVAC)





# MSL 301: Adaptive Team Leadership

## Overview

MSL 301 challenges cadets to study, practice, and evaluate adaptive leadership skills as they are presented with challenging scenarios related to squad tactical operations. Cadets receive systematic and specific feedback on their leadership attributes and actions. Based on such feedback, as well as their own self-evaluations, cadets continue to develop their leadership and critical thinking abilities.

The focus is developing cadets' tactical leadership abilities to enable them to succeed at ROTC's summer Leadership Development and Assessment Course (LDAC).

## Course Objectives

### Course Objectives

- Leadership**
  - Explain the Leadership Development Program (LDP) evaluation cycle
  - Write a self evaluation of leader actions taken during Leadership Labs
  - Values and Ethics
  - Observe the Warrior Ethos in fellow cadets/cadres
  - Embody the Warrior Ethos in Leadership Labs and cadet interactions
- Personal Development**
  - Define standards for the Army Physical Fitness Test (APFT)
  - Write short-term and long-term goals to prepare for APFT
  - Describe the factors of Suicide Prevention
  - Deliver one or more of the four types of Military Briefings
- Officership**
  - Apply the composite risk management process in the orders process
  - Apply the fundamentals of Drill and Ceremony to squad formation
  - Tactics and Techniques
  - Apply troop leading procedures to accomplish squad operations
  - Apply map reading, land navigation and terrain analysis to squad operations
  - Apply fundamentals of Army Operations
  - Pass CWST

Lesson 1a ROTC & Course Overview/ Accessions	Lesson 2a Army Briefing Techniques	Lesson 3a Map Reading I	Lesson 4a Troop Leading Procedures Overview	Lesson 5a Squad Tactical Movement	Lesson 6a Battle Drills	Lesson 7a Midterm Exam	Lesson 8a Squad Tactics - Ambush	Lesson 9a Squad Tactics - Attack (Practical Exercise)	Lesson 10a Squad Tactics - Capstone (Practical Exercise I)	Lesson 11a Leadership Behavior & Peer Evaluations	Lesson 12a Officership Forum / Lecture Series
Lesson 1b Warrior Ethos Overview	Lesson 2b Intro to Team Dynamics	Lesson 3b Map Reading II	Lesson 4b Combat Orders	Lesson 5b Squad Tactics - Patrolling (Patrol Base)	Lesson 6b Squad Tactics - Offensive Operations	Lesson 7b Squad Tactics - Reconnaissance	Lesson 8b Squad Tactics - Ambush (Practical Exercise)	Lesson 9b Squad Tactics- Defense	Lesson 10b Squad Tactics - Capstone (Practical Exercise II)	Lesson 11b Leadership & Culture	Lesson 12b Course Review
Lesson 1c Leadership Development Program	Lesson 2c Suicide Prevention	Lesson 3c Terrain Analysis	Lesson 4c Application of Troop Leading Procedures	Lesson 5c Squad Tactics - Patrolling (Practical Exercise)	Lesson 6c Squad Tactics - Offensive Operations (Practical Exercise)	Lesson 7c Squad Tactics - Recon (Practical Exercise)	Lesson 8c Squad Tactics - Attack	Lesson 9c Squad Tactics - Defense (Practical Exercise)	Lesson 10c The Army Leader	Lesson 11c Leadership (Practical Exercise)	Lesson 12c Final Exam
Lab 1 Drill & Ceremony	Lab 2 Combat Water Survival	Lab 3 Land Navigation I	Lab 4 Land Navigation II	Lab 5 Individual & Squad Movement Techniques	Lab 6 Employ Hand Grenades & Chaymore mines	Lab 7 Battle Drills	Lab 8 Squad Tactics I	Lab 9 Squad Tactics II	Lab 10 Squad Tactics III	Lab 11 Fieldcraft & Pre-Combat Checks & Inspections	Lab 12 Commander's Time
<b>TRACK LEGEND:</b>											
Leadership			Personal Development		Officership		Tactics & Techniques		Values & Ethics		Overview & Assessment



# MSL 302: Applied Team Leadership

## Overview

MSL 302 uses increasingly intense situational applying team leadership challenges to build cadet awareness an skills in leading tactical operations at the small unit level. Cadets review aspects of full spectrum operations. They also conduct military briefings and develop proficiency in the operation orders process.

The focus is on exploring, evaluating, and developing skills in decision-making, persuading, and motivating team members in the contemporary operating environment (COE). MSL 302 cadets are evaluated on what they know and do as leaders as they prepare to attend the ROTC summer Leader Development Assessment Course (LDAC).

## Course Objectives

### Course Objectives

- Leadership**
  - Apply situational leadership actions in leading a small unit
  - Analyze the factors that motivate Soldiers
- Values and Ethics**
  - Explain rules of engagement and the Law of Land Warfare
  - Apply the Warrior Ethos
- Personal Development**
  - Apply principles of time management, effective writing, and communication
  - Present effective briefings
- Officership**
  - Describe the Brigade Combat Team (BCT)
  - Explain Army Full Spectrum Operations
- Tactics and Techniques**
  - Apply the Operations Orders Process
  - Demonstrate knowledge of platoon tactical operations
  - Explain FOB Operations

Lesson 1a Course Overview	Lesson 2a Warrior Ethos in Action	Lesson 3a Unified Land Operations	Lesson 4a Principles of War – Case Study	Lesson 5a Call For Fire	Lesson 6a Cordon & Search	Lesson 7a Attack	Lesson 8a Land Navigation	Lesson 9a OPORD PE	Lesson 10a Team Dynamics	Lesson 11a Branch Brief	Lesson 12a Officership Forum/ Lecture Series
Lesson 1b Introduction to the Brigade Combat Team	Lesson 2b Law of Land Warfare & Rules of Engagement	Lesson 3b Terrorism Awareness	Lesson 4b Problem Solving	Lesson 5b Patrol Base Ops	Lesson 6b Raid	Lesson 7b Midterm Exam	Lesson 8b FOB OPS	Lesson 9b Peer Leadership	Lesson 10b Applied Situational Leadership	Lesson 11b Branch Brief	Lesson 12b Course Review
Lesson 1c Officership Forum/ Lecture Series	Lesson 2c Officership Forum/ Lecture Series	Lesson 3c CTS RTW	Lesson 4c TLP's & Operations Orders	Lesson 5c Recon	Lesson 6c Ambush	Lesson 7c Map Reading	Lesson 8c FOB OPS	Lesson 9c Motivating Soldiers	Lesson 10c Branch Brief	Lesson 11c Warrior Forge Brief	Lesson 12c Final Exam
Lab 13	Lab 14	Lab 15	Lab 16	Lab 17	Lab 18	Lab 19	Lab 20	Lab 21	Lab 22	Lab 23	Lab 24
Annual Training Requirements	First Aid	Leader Reaction course	Squad Tactics IV PE	Tactical Movement	Tactics – Patrolling I	Tactics – Patrolling II	Land Navigation III	Land Navigation IV	Weapons - Pre-Marksmanship Instruction	Tactical Communication, Reporting & Call for Fire	First Aid

<b>TRACK LEGEND:</b>	Leadership	Personal Development	Officership	Tactics & Techniques	Values & Ethics	Overview & Assessment
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# MSL 401: SY 2012-13

## Adaptive Leadership

### Course Overview

The MSL 401 course transitions the focus of student learning from being trained, mentored and evaluated as an MSL III Cadet, to learning how to train, mentor and evaluate underclass Cadets. MSL IV Cadets will learn the duties and responsibilities of an Army staff officer and apply the Military Decision Making Process (MDMP), the Army Writing Style and the Army's Training Management and METL Development processes during weekly Training Meetings to plan, execute and assess battalion training events. Cadets will learn how to safely conduct this training by understanding and employing the Risk Management Process. MSL IV Cadets will learn how to use the Comprehensive Soldier Fitness (CSF) program to reduce and manage stress.

Cadets will learn about the special trust proposed by the US Constitution to Army Officers-a trust above and beyond other professions. Cadets will learn Army Values and Ethics and how to apply them to everyday life as well as in Operating Environments. The MSL IV Cadet will learn about the officer's role in the Uniform Code of Military Justice, with Counseling Subordinates, Administrative Discipline and Separations, and methods for Officer Career Management.

### Course Objectives

- Leadership**
  - Apply Army leader attributes and core competencies as Cadet battalion leaders
  - Perform the duties of a Cadet battalion staff position
  - Evaluate underclass Cadets using the leadership development program (LDP)
- Values and Ethics**
  - Apply Army leader ethics in decision making
  - Enforce Army policy pertaining to EO and SHARP programs
  - Relate the law of land warfare and rules of engagement to Army operations
  - Explain your obligations as a US service member under the code of conduct
  - Understand your role in the UCMJ process/explain the types of admin discipline and separations
- Personal Development**
  - Explain the Comprehensive Soldier Fitness program and identify leader responsibilities
  - Identify methods to reduce and manage stress as a leader
  - Write a memorandum that effectively communicates using Army Writing Standards
- Officership**
  - Incorporate the risk management process into training activities
  - Explain the profession of arms and officership as it relates to civilian professions
  - Understand the duties of staff organization roles and responsibilities
  - Counsel underclass Cadets to improve performance
  - Write an officer evaluation report support form
  - Explain the importance of actively managing your career as an Army officer
  - Conduct training meetings to plan, execute and assess training Tactics and Techniques
  - Mentor and evaluate underclass Cadets during tactical operations
  - Apply the training management process through OPORDs, rehearsals and rock drills
  - Apply the Military Decision Making Process at battalion training meetings

Lesson 1a Course Overview/DAC AAR Review	Lesson 2a Leadership Development Program II	Lesson 3a Effective Writing for Officers	Lesson 4a Train for Unified Land Ops II (METL Development)	Lesson 5a Company and Battalion OPORD	Lesson 6a Risk Management Process	Lesson 7a Counseling II	Lesson 8a Officer Career Management	Lesson 9a Combat Stress Management	Lesson 10a Army Leader Ethics - Case Studies I	Lesson 11a Code of Conduct	Lesson 12a Administrative Discipline and Separation
Lesson 1b Staff Organization Roles and Responsibilities	Lesson 2b Counseling I	Lesson 3b Train for Unified Land Ops I (Training Management)	Lesson 4b Military Decision Making Process (MDMP)	Lesson 5b Mission Rehearsals and Rock Drills	Lesson 6b Midterm Exam	Lesson 7b Officer Evaluation Report (OER) Process & Support Forms	Lesson 8b NCO Evaluation Report (NCOER) & Counseling Process	Lesson 9b Army Leader Ethics	Lesson 10b Law of Land Warfare and Rules of Engagement (ROE)	Lesson 11b The Uniform Code of Military Justice (UCMJ)	Lesson 12b Army Leader Ethics - Case Studies II
Lesson 1c Conduct of a Training Meeting	Lesson 2c Applied Leadership - Training Meeting	Lesson 3c Applied Leadership - Training Meeting	Lesson 4c Applied Leadership - Training Meeting	Lesson 5c Applied Leadership - Training Meeting	Lesson 6c Officership Forum I (Lecture Series)	Lesson 7c Applied Leadership - Training Meeting	Lesson 8c Applied Leadership - Training Meeting	Lesson 9c Officership Forum II (Lecture Series)	Lesson 10c Applied Leadership - Training Meeting	Lesson 11c Applied Leadership - Training Meeting	Lesson 12c Final Exam
Lab 1 Drill & Ceremony	Lab 2 Combat Water Survival	Lab 3 Land Navigation I	Lab 4 Land Navigation II	Lab 5 Individual & Squad Movement Techniques	Lab 6 Employ Hand Grenades & Claymore Mines	Lab 7 Battle Drills	Lab 8 Squad Tactics I	Lab 9 Squad Tactics II	Lab 10 Squad Tactics III	Lab 11 Field Craft & Pre-Combat Checks & Inspections	Lab 12 Commander's Time

### TRACK LEGEND:

Leadership

Personal Development

Officership

Tactics & Techniques

Values & Ethics

Overview & Assessment



# MSL 402: SY 2012-13

## Leadership in a Complex World

### Course Overview

MSL 402 explores the dynamics of leading Soldier's in Full Spectrum Operations in the Operating Environment (OE). Cadets examine differences in Customs and Courtesies, Principles of War, and Rules of Engagement in the face of Terrorism. They also explore aspects of interacting with Non-Government Organizations, Civilians on the Battlefield, and Host Nation Support and explore Counterinsurgency Operations. Cadets will learn what Support Services are available to assist Soldiers and their Families in times of need such as; Red Cross, CFC, AER, etc. MSL IVs will develop and present a Battle Analysis and participate in a Staff Ride at an historic military site.

The course places significant emphasis on preparing Cadets for their first unit of assignment. It uses case studies, scenarios, and "What Now, Lieutenant?" exercises to prepare Cadets to face the complex ethical and practical demands of leading as commissioned officers in the United States Army.

### Course Objectives

- Leadership**
  - Apply Army leader attributes and core competencies as Cadet battalion leaders
  - Mentor the personal development of underclass Cadets
  - Explain the different installation support services available to Soldiers and Family members Values and Ethics
  - Demonstrate a working knowledge of the Army's programs on equal opportunity (EO) and Sexual Harassment/Assault and Response Prevention (SHARP)
  - Demonstrate proper leader ethics and analyze Army leader ethics case studies
- Personal Development**
  - Prepare a personal developmental plan using the Junior officer developmental support form and officer evaluation report model
- Officership**
  - Develop and present a battle analysis case study brief of a historic military battle
  - Explain how cultural awareness can impact a unit and mission
  - Identify and explain the culture of terrorism
  - Understand the different non-gov. orgs, civilians on the battlefield, and host nation support that can impact unit operations
  - Demonstrate good management of personal finances
  - Explain the correct procedures in the supply and maintenance process
- Tactics and Techniques**
  - Apply the principles of force protection and operational security in Full Spectrum Operations (FSO)
  - Explain counterinsurgency operations in FSO
  - Conduct CASEVAC procedures at unit level

Lesson 1a	Lesson 2a	Lesson 3a	Lesson 4a	Lesson 5a	Lesson 6a	Lesson 7a	Lesson 8a	Lesson 9a	Lesson 10a	Lesson 11a	Lesson 12a
Course Overview	Army Customs & Courtesies	Introduction to Battle Analysis	Cultural Awareness	Counter-Insurgency	Non-Govt. Organizations, Civilians on the Battlefield, & Host Nation Support	Supply Operations	Battle Analysis Case Studies - Briefs	Officer Forum	Platoon Command Team	Equal Opportunity (EO)	Financial Management
Lesson 1b	Lesson 2b	Lesson 3b	Lesson 4b	Lesson 5b	Lesson 6b	Lesson 7b	Lesson 8b	Lesson 9b	Lesson 10b	Lesson 11b	Lesson 12b
The Army Officer	Unit Level Medical Operations	Army Leader Ethics - Case Studies III	Culture of Terrorism	Force Protection in the FSO and Operational Security	Midterm Exam	Maintenance Operations	Staff Ride	Senior NCO Forum	BOLC Overview	Sexual Harassment/ Assault Response Prevention (SHARP) Program Pt 1	Installation Support Services for Soldiers and Family Members
Lesson 1c	Lesson 2c	Lesson 3c	Lesson 4c	Lesson 5c	Lesson 6c	Lesson 7c	Lesson 8c	Lesson 9c	Lesson 10c	Lesson 11c	Lesson 12c
Applied Leadership - Training Meeting	Applied Leadership - Training Meeting	Applied Leadership - Training Meeting	Applied Leadership - Training Meeting	Applied Leadership - Training Meeting	Officership Forum III (Lecture Series)	Applied Leadership - Training Meeting	Applied Leadership - Training Meeting	Officership Forum IV (Lecture Series)	Applied Leadership - Training Meeting	Sexual Harassment/ Assault Response Prevention (SHARP) Program Pt 2	Final Exam
Lab 13	Lab 14	Lab 15	Lab 16	Lab 17	Lab 18	Lab 19	Lab 20	Lab 21	Lab 22	Lab 23	Lab 24
Commander's Time	First Aid	Leader Reaction Course	Stair Tactics IV	Platoon Movement	Platoon Tactics- Paroling I	Platoon Tactics- Paroling II	Land Navigation III	Land Navigation IV	Weapons - Pre-Marksmanship Instruction	Tactical Communication, Reporting, & Call	First Aid - Casualty Evacuation (CASEVAC)
ESTR	TRACK LEGEND:		Leadership	Personal Development	Officership	Tactics & Techniques	Values & Ethics	Overview & Assessment			