Texas A&M University – Corpus Christi – ROTC  
Course Syllabus, Adaptive Leadership, Fall 2016

Course Number: MSCI 4303.001, meets M/W/F 1000-1050 in IH 142, CRN 63546  
Course Name: Foundations of Tactical Leadership  
Instructor: LTC Curtis Johnson  
Office: Classroom West, Room 216  
Phone: (361) 825-5845  
Office Hours: M/W/F 1000-1050  
E-mail: curtis.johnson@tamucc.edu  
Required Materials Readings available online at:  
   o Army Doctrine Publications (ADP)  
   o Army Doctrine Reference Publications (ADRP)  
   o Field Manuals (FM)  
   o Leader Guide (LG)  
   o Army Regulations (AR)  
   o Training Circulars (TC)  
   o Other Resources  
2. https://rotc.blackboard.com/webapps/portal/frameset.jsp  
   o Cadet eBook  
   o Leadership Development Program Handbook  
Optional Materials: PlatoonLeader Forum - The PlatoonLeader forum is an interactive social networking site for the professional development of junior officers. This site provides Cadets the opportunity to engage one’s peers, learn from the experiences of others, and develop relationships in a virtual environment. MSLIV Cadets are strongly encouraged to register and participate on this forum. The link to PlatoonLeader is located on the ROTC Blackboard website under the Interesting Links block or at: http://platoonleader.army.mil/.  
Prerequisites: Completion of Military Science (MS) III, and approval of the Professor of Military Science  
Instructional Methodology: This class will be conducted in an interactive manner. Everyone will be responsible for contributing to the success of the learning experience. Lectures are expected to be interactive—ask questions. You will have extensive small group discussions and exercises scattered throughout the class. Time will be given in class to discuss and work on projects and papers. This program includes class lessons as well as outside activities such as Leadership Labs, FTXs and PT training. Contracted Cadets are required to participate in the full program.  

High Impact Practices (HIPS) utilized during this course: Common Intellectual Experiences, Collaborative Assignments and Projects, Diversity/Global Learning, and Service / Community Based Learning.

Course Description  
MSL 401 Mission Command and the Company Grade Officer explore the dynamics of leading in the complex situations during Unified Land Operations I, II, and III. Examine the Art of Command and how to properly communicate with your NCOs and Soldiers during Taking Charge 1, 2 and 3, and Developing Others (counseling). During Cultural Awareness and Cultural Property Protection (CPP), you will discuss numerous situations on how ethical decisions impact personnel and the unit mission. Through the understanding of your roles and responsibilities, you will learn about Comprehensive Soldier Fitness (CSF), Being Ready and Resilient (R2C), and Individual and Family Readiness can assist you in preparing your Soldiers and their Families on reducing and managing stress during times of uncertainty. The course places significant emphasis on preparing you for BOLC B and your first unit of assignment. It uses mission command case studies and scenarios to prepare you to face the complex ethical demands of serving as a commissioned officer in the United States Army.

Learning Objectives
This course was designed to be student-centric with 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 in order to come to class with a foundation of knowledge on the subject taught by your instructor. Doing so will allow your instructor to spend the majority of the class time on specific areas that are least understood from the pre-class assignment 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 instructor can spend more time sharing his personal knowledge and experiences with your class. Class is 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.

By the end of the semester, you will:

- Identify the leaders roles and responsibilities for enforcing Army policies and programs
- Explore the dynamics of building a team prepared to handle any future operational environment and win
- Examine the importance of understanding culture and how it can affect your unit and mission
- Develop both oral and written communication skills by conducting a battle analysis and decision briefs

The course places significant emphasis on preparing you for BOLC II and your first unit of assignment. It uses case studies, scenarios, and critical thinking/ethical decision making exercises to prepare you to face the complex ethical and practical demands of leading as a commissioned officer in the United States Army. This semester, you will:

- Explore Military Professional Ethics and ethical decision making facing an Officer
- Gain practical experience in cadet battalion leadership roles
- Demonstrate personal skills in operations and communications
- Evaluate and develop MSL III small unit leaders
- Prepare for the transition to a career as an Army Officer

This is a 3 credit hour course. We will meet Monday, Wednesday, and Friday from 1000-1050 in Class Room West, Room 220B. Leadership Labs will be conducted on Fridays 0800-0950 IAW the Training Schedule. See attached Course Map for full Course Schedule. Physical Training (PT) will be conducted Monday, Wednesday, and Thursday IAW the Training Schedule.

**Evaluation and Grade Assignment**

**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.

**APFT**
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 APFT at the end of the semester. The record APFTs will be used for 20% of your final grade.

**Skills Presentation**
Briefing Skills: Present a ten minute information brief on a topic selected by the student and approved by the instructor.

**Journals**
Maintain a weekly Reflective Journal using the journal on blackboard, only you and your instructor will have visibility of this. Entries should reflect on the good or bad leader attributes and core competencies that you have observed of 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, events and organizations are encouraged.

**Army Writing Assignment**
Write a term paper, five pages or more, (typed and double-spaced) where you compare and contrast the organizational leadership between two or more clubs, sport teams, organizations or extracurricular activity you actively participated throughout the semester, of which one must be your Cadet or Cadre ROTC Battalion.
Leadership Demonstration
You will be graded by the PMS on your demonstrated abilities as a Leader in the Islander Battalion. Credit will be given towards the performance of cadet duties, military bearing, self awareness, and leadership by example. The Army Values will be the guiding principles of this evaluation.

Evaluation and Grading

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<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Class Participation</td>
<td>10%</td>
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<tr>
<td>Leadership Demonstration – (Observed)</td>
<td>20%</td>
</tr>
<tr>
<td>Briefing / Presentation</td>
<td>20%</td>
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<tr>
<td>Journal</td>
<td>10%</td>
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<tr>
<td>Army Writing Assignment</td>
<td>20%</td>
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<tr>
<td>APFT</td>
<td>20%</td>
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</tbody>
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The following grading scale will be used based on 100 points possible.

<table>
<thead>
<tr>
<th>Score Range</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>
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<tr>
<td>70-79</td>
<td>C</td>
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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 per day.*

Uniforms and Appearance (See Islander Battalion Uniform Policy)
You are expected to wear ACUs (Army Combat Uniform) to all classes and adhere to Army Regulation 670-1 and associated ALARACT messages with regard to uniforms and appearance changes. On Wednesdays, cadets will wear the Army Service Uniform.

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

Course Schedule and Policies
See Appendix A for schedule

1. Participation at all lectures is critical. Three unexcused absences will result in letter grade drop. Everyone starts out with an A. Physical training is conducted on Tuesday, Wednesday and Thursday, from 0600 to 0700. Attendance at P.T is optional but encouraged for non contracted cadets. Lab is required as it is a credit hour course.
2. **Attendance/Tardiness:** If you are going to miss a class or be late, call the instructor or leave a message before class. This is a professional courtesy to both your classmates and the instructor.
3. Cadets will attend class with all needed material and in proper attire. When wearing the uniform, the cadet must wear the complete uniform and conform to Army Regulation 670-1. The ACU’s will be the uniform for Monday/Wednesday lecture class and labs.
4. The cadet will be counseled formally at the end of the semester.
5. **Late work and Make-up Exams:** If a test is missed or assignments turned in late, it is the cadets responsibly to make it up before the beginning of the next scheduled lecture class and coordinate with the Instructor regarding assignments. Failure to do so will result in a “zero” for a grade.
6. **Cell phones and Electronic Device Usage:** cell phones will be turned off or put on vibrate or silent mode during all classes. Laptops, electronic notebooks are allowed to be used as note taking devices. Surfing the web will not be allowed during class, unless it is class related.
7. **Extra Credit:** Students will have opportunity to receive extra credit on assignments.
8. **Academic Integrity/Plagiarism:** University students are expected to conduct themselves in accordance with the highest standards of academic honesty. Academic misconduct for which a student is subject to penalty includes all forms of cheating, such as illicit possession of examinations or examination materials, falsification, forgery, complicity or plagiarism. (Plagiarism is the presentation of the work of another as one’s own work.)
Disciplinary action for academic misconduct is the responsibility of the faculty member assigned to the course. The faculty member is charged with assessing the gravity of any case of academic dishonesty, and with giving sanction to any student involved. Penalties that may be applied to individual cases of academic dishonesty include one or more of the following:
1. Written reprimand.
2. Requirement to re-do work in question.
3. Requirement to submit additional work.
4. Lowering of grade on work in question;
5. Assigning grade of 'F' to work in question;
6. Assigning grade of 'F' for course;
7. Recommendation for more severe punishment, such as dismissal from the program or from the University.
See the University Catalog for more information.

**Dropping a Class**
I hope that you never find it necessary to drop this or any other class. However, events can sometimes occur that make dropping a course necessary or wise. Please consult with me before you decide to drop to be sure it is the best thing to do. Should dropping the course be the best course of action, you must initiate the process to drop the course by going to the Student Services Center and filling out a course drop form. Just stopping attendance and participation WILL NOT automatically result in your being dropped from the class. (Include date for semester) is the last day to drop a class with an automatic grade of “W” this term.

**Classroom/professional behavior**
Texas A&M University-Corpus Christi, as an academic community, requires that each individual respect the needs of others to study and learn in a peaceful atmosphere. Under Article III of the Student Code of Conduct, classroom behavior that interferes with either (a) the instructor’s ability to conduct the class or (b) the ability of other students to profit from the instructional program may be considered a breach of the peace and is subject to disciplinary sanction outlined in article VII of the Student Code of Conduct. Students engaging in unacceptable behavior may be instructed to leave the classroom. This prohibition applies to all instructional forums, including classrooms, electronic classrooms, labs, discussion groups, field trips, etc.

**Statement of Civility**
Texas A&M University-Corpus Christi has a diverse student population that represents the population of the state. Our goal is to provide you with a high quality educational experience that is free from repression. You are responsible for following the rules of the University, city, state and federal government. We expect that you will behave in a manner that is dignified, respectful and courteous to all people, regardless of sex, ethnic/racial origin, religious background, sexual orientation or disability. Behaviors that infringe on the rights of another individual will not be tolerated.

Copyright Restrictions policy: The Copyright Act of 1976 grants to copyright owners the exclusive right to reproduce their works and distribute copies of their work. Works that receive copyright protection include published works such as a textbook. Copying a textbook without permission from the owner of the copyright may constitute copyright infringement. Civil and criminal penalties may be assessed for copyright infringement, and students will certainly receive an “F” if not expulsion from the program. Civil penalties include damages up to $100,000; criminal penalties include a fine up to $250,000 and imprisonment. Plagiarism and Cheating: Plagiarism is the presentation of someone else’s work as one’s own. Getting something from the Internet and presenting it as one’s own is still plagiarism. Copying another student’s paper or a portion of the paper - is usually called “copying”. Neither plagiarism nor copying will be tolerated. Should a faculty member discover that a student has committed plagiarism, the students will receive a grade of ‘F’ in that course and the matter will be referred to the Executive Director of Student Life for possible disciplinary action.

**Disabilities Accommodations**
The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please call or visit Disability Services at (361) 825-5816 in Corpus Christi Hall 116.
If you are a returning veteran and are experiencing cognitive and/or physical access issues in the classroom or on campus, please contact the Disability Services office for assistance at (361) 825-5816.
Statement of Academic Continuity
In the event of an unforeseen adverse event, such as a major hurricane and classes could not be held on the campus of Texas A&M University–Corpus Christi; this course would continue through the use of Blackboard and/or email. In addition, the syllabus and class activities may be modified to allow continuation of the course. Ideally, University facilities (i.e., emails, web sites, and Blackboard) will be operational within two days of the closing of the physical campus. However, students need to make certain that the course instructor has a primary and a secondary means of contacting each student.

Grade Appeals
As stated in University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures, a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the process and the number of days allowed for completing the steps in the process, see University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures. These documents are accessible through the University Rules Web site at http://www.tamu.edu/provost/university_rules/index.html. For assistance and/or guidance in the grade appeal process, students may contact the Dean’s office in the college in which the course is taught or the Office of the Provost.

Web Sites (Have Cadets establish accounts)

- https://rotc.blackboard.com
- https://atn.army.mil/
- https://login.milsuite.mil/
- http://centerforplainlanguage.org/
- http://srotc.nformd.net/sexualassault/ulogin/
- http://cape.army.mil
- https://platoonleader.net/