Texas A&M University-Corpus Christi
Foundations of Tactical Leadership

Course Number and Section: MSCI 3303.001
Class meeting time and location: T/Thurs 1100-1215 in IH 142
Fall 2017
Office Telephone: 361-825-3274

Name of Instructor: CPT Joshua Agnew
Office: CW 214
Office Hours: T/TH 10:00-11:00
E-Mail: joshua.c.agnew.mil@mail.mil

I. Course Description (from catalog)

This is an academically challenging course where you will study, practice, and apply the fundamentals of
Army leadership, Officership, Army values and ethics, personal development, and small unit tactics at the
team and squad level. At the conclusion of this course, you will be capable of planning, coordinating,
navigating, motivating and leading a team or squad in the execution of a tactical mission during a
classroom PE, a Leadership Lab, or during a Situational Training Exercise (STX) in a field environment.
Successful completion of this course will help prepare you for success at the ROTC Cadet Leadership
Course (CLC) which you will attend this summer at Fort Knox, KY. This course includes reading
assignments, homework assignments, small group assignments, briefings, case studies, and practical
exercises, a mid-term exam, and a final exam. You will receive continued systematic and specific
feedback on your leader attributes values and core leader competencies from me and other ROTC cadre
and MS IV Cadets who will evaluate you using the ROTC Leader Development Program (LDP) model.

II. Rationale

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.

III. State Adopted Proficiencies for Teachers and/or Administrators/Counselors
N/A

IV. TExES Competencies (if applicable)
N/A

V. Course Objectives/Learning Outcomes

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 Classroom 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.

VI. Course Topics

The Army Profession
- Live honorably and build trust

Professional Competence
- Demonstrate intellectual, military and physical competence

Adaptability
- Think critically and creatively, make sound and timely decisions

Teamwork
- Develop, lead and inspire
- Communicate and interact effectively

Lifelong Learning and Comprehensive Fitness
- Pursue excellence and continue to grow

Comprehensive Fitness
- Seek balance, be resilient and demonstrate a strong and winning spirit

VII. Instructional Methods and Activities

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.

VIII. Evaluation and Grade Assignment

A. Methods and Percentage of Final Course Grade

1. 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.

2. Quizzes/Homework:

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

3. Mid-Term Exam:

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

4. Final Exam:

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

5. 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 record APFT at the beginning of the fall semester and a for-record APFT at the end of the semester. Your end of semester APFT will be used for 10% of your final grade. 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.

6. Final Paper:

Cadets will write a 2 page paper on leadership that is observed in a film designated by the instructor.

7. Weekly Journal:

Maintain a weekly Reflective Journal on Blackboard; this journal will be reviewed by the instructor. 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.

8. Skills Presentation:

1. Briefing Skills: Present a five minute information brief on a topic selected by the student and approved by the instructor.

2. Critical Thinking and Adaptability Skills: Given a sand table, a short STX OPORD by the instructor, and ten minutes preparation time, develop and brief a five-minute oral OPORD using the sand table.

3. Branch Decision Brief: 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 ATTP 5-0.1, Commander and Staff Officer Guide, 14 September 2012, Chapter 10, Military Briefings. This information brief will be given during either L09b or L09c. The instructor should ensure that all branches are represented before assigning duplicates. At the completion of the Branch Briefs, Cadets will write a 2 page paper explaining what branch they want and why they would be a good fit for that branch.

Evaluation and Grading

<table>
<thead>
<tr>
<th>Evaluation</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>APFT*</td>
<td>10%</td>
</tr>
<tr>
<td>Class Participation**</td>
<td>10%</td>
</tr>
<tr>
<td>Homework/ Quizzes</td>
<td>15%</td>
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<tr>
<td>Mid-Term Exam</td>
<td>15%</td>
</tr>
<tr>
<td>Final Paper</td>
<td>10%</td>
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<tr>
<td>Skills Presentation</td>
<td>10%</td>
</tr>
<tr>
<td>Weekly Journal</td>
<td>10%</td>
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<tr>
<td>Enrollment and completion of</td>
<td></td>
</tr>
<tr>
<td>Final Exam</td>
<td>20%</td>
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</tbody>
</table>

Grading Scale

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

<table>
<thead>
<tr>
<th>Percentage 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>
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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 per day.

*APFT: PT is a mandatory event for all contracted cadets. The final APFT score will be 10% of your final grade. The Cadet must receive a first time “Go” (i.e. pass all three events with 60 points or above) on the final APFT in order to receive points. Failure to pass the final APFT will result in you receiving a 0.
** Cadets are expected to participate in all ROTC activities (class, lab, physical training and professional development) in and outside the classroom. Classroom and Physical Fitness training is mandatory for your education and success as a future leader in the United States Army. Cadets are allowed 4 unexcused absences. After the 4th unexcused absence, it is the discretion of the Instructor to penalize the offending Cadet 1 LETTER GRADE per unexcused absence after the 4th. This pertains to unexcused absences.

IX. Course Schedule and Policies

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>MSL301-L01</td>
<td>Course Overview</td>
</tr>
<tr>
<td>MSL301-L02</td>
<td>OML &amp; Standardized Testing Overview</td>
</tr>
<tr>
<td>MSL301-L03</td>
<td>Training Management Process</td>
</tr>
<tr>
<td>MSL301-L04</td>
<td>Rehearsals and Pre-Execution Checks</td>
</tr>
<tr>
<td>MSL301-L05</td>
<td>After Action Reviews</td>
</tr>
<tr>
<td>MSL301-L06</td>
<td>Leadership Lab Practicum</td>
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<tr>
<td>MSL301-L07</td>
<td>Army Digital Training Overview</td>
</tr>
<tr>
<td>MSL301-L08</td>
<td>Map Reading</td>
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<tr>
<td>MSL301-L09</td>
<td>Leadership Lab Practicum</td>
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<tr>
<td>MSL301-L10</td>
<td>Land Navigation</td>
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<tr>
<td>MSL301-L11</td>
<td>Navigational Methods &amp; Route Planning</td>
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<tr>
<td>MSL301-L12</td>
<td>Leadership Lab Practicum</td>
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<tr>
<td>MSL301-L13</td>
<td>Route Planning Practical Exercise</td>
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<tr>
<td>MSL301-L14</td>
<td>METT-TC</td>
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<tr>
<td>MSL301-L15</td>
<td>Leadership Lab Practicum</td>
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<tr>
<td>MSL301-L16</td>
<td>Mid Term Exam</td>
</tr>
<tr>
<td>MSL301-L17</td>
<td>Mission Command</td>
</tr>
<tr>
<td>MSL301-L18</td>
<td>Leadership Lab Practicum</td>
</tr>
<tr>
<td>MSL301-L19</td>
<td>Movement and Maneuver</td>
</tr>
<tr>
<td>MSL301-L20</td>
<td>Branch Orientation Briefings (IN, AR, AV)</td>
</tr>
<tr>
<td>MSL301-L21</td>
<td>Leadership Lab Practicum</td>
</tr>
<tr>
<td>MSL301-L22</td>
<td>Intelligence</td>
</tr>
<tr>
<td>MSL301-L23</td>
<td>Branch Orientation Briefings (MI, SC, CEM)</td>
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<tr>
<td>MSL301-L24</td>
<td>Leadership Lab Practicum</td>
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<tr>
<td>MSL301-L25</td>
<td>Fires</td>
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<tr>
<td>MSL301-L26</td>
<td>Branch Orientation Briefings (FA, AD)</td>
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<tr>
<td>MSL301-L27</td>
<td>Leadership Lab Practicum</td>
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<tr>
<td>MSL301-L28</td>
<td>Sustainment</td>
</tr>
<tr>
<td>MSL301-L29</td>
<td>Branch Orientation Briefings (OD, TC, QM, AG, FI, MS)</td>
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<tr>
<td>MSL301-L30</td>
<td>Leadership Lab Practicum</td>
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<tr>
<td>MSL301-L31</td>
<td>Protection</td>
</tr>
<tr>
<td>MSL301-L32</td>
<td>Branch Orientation Briefings (EN, MP, CM)</td>
</tr>
<tr>
<td>MSL301-L33</td>
<td>Leadership Lab Practicum</td>
</tr>
<tr>
<td>MSL301-L34</td>
<td>Leadership Behavior and Peer Evaluations</td>
</tr>
<tr>
<td>MSL301-L35</td>
<td>Peer Leadership PE</td>
</tr>
<tr>
<td>MSL301-L36</td>
<td>Final Exam</td>
</tr>
</tbody>
</table>

Course Schedule and Policies
1. Participation at all lectures is critical. Four 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.

2. Attendance/Tardiness: You are allowed 4 unexcused absences each semester; these absences are cumulatively taken from PT (if you’re a Contracted Cadet) and Class. After the 4th unexcused absence, it is the discretion of the Instructor to penalize the offending Cadet 1 LETTER GRADE per unexcused absence after the 4th absence. If you are not able to make a class, speak with the instructor 72 hours (3 business days) in advance in order to work out a way to make up the material discussed. Tardiness will NOT be tolerated, however circumstances do arise that may hinder your ability to make it to class on time. Be prepared to speak with the instructor after class to explain the situation.

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 confirm to Army Regulation 670-1. The Army Combat Uniform (ACU) will be the uniform for Tues/Thurs 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.

**Preferred methods of scholarly citations**

**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.

**Web Sites** (Have Cadets establish accounts)

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

**X. Textbook(s)**

Required Materials:
Readings available online at:
XI. Bibliography

- 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/

XII. Grade Appeals

As stated in University Rule 13.02.99.C2, Student Grade Appeals, 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 Rule 13.02.99.C2, Student Grade Appeals, and University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures. These documents are accessible through the University Rules Web site at http://www.tamucc.edu/provost/university_rules/index.html. For assistance and/or guidance in the grade appeal process, students may contact the Office of Student Affairs.

XIII. 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 CCH 117. 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.

RECOMMENDED:

- **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 gender, ethnic/racial origin, religious background, age, sexual orientation or disability. Behaviors that infringe on the rights of another individual will not be tolerated.

  [http://falcon.tamucc.edu/~students/JAffairs/ja_hndbk_academic_info.htm](http://falcon.tamucc.edu/~students/JAffairs/ja_hndbk_academic_info.htm)

- **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& 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.