Introduction to Tactical Leadership

I. Course Description:

MSL102 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, time management, goal setting, and communication. Cadets learn the basics of the communications process and the importance for leader’s to develop the essential skills to effectively communicate in the Army. Cadets will begin learning the basics of squad level tactics that will be reinforced during a weekly lab facilitated by MSL III Cadets and supervised by Cadre.

II. Learning Objectives/Outcomes

A. Overview. 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.

B. Learning Objectives

1. 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).

2. The four ALA’s and Course Outcomes are:

   A. Army Leadership and Profession
      • Proficient in leader attributes and competencies.
      • Proficient in character, competence, and commitment as Trusted Army Professionals.

   B. Mission Command
      • Demonstrate proficiency in mission command philosophy.
      • Demonstrate proficiency in mission command leader and commander tasks.
• Demonstrate proficiency in mission command staff tasks.
• Demonstrate proficiency in mission command systems.

C. Human Dimension
• Demonstrate capacity in creative – critical thinking.
• Demonstrate proficiency in communications skills.
• Demonstrate proficiency in cultural awareness, cross cultural competencies in the strategic environment of 2025 and beyond.
• Pursue Comprehensive Fitness / Resiliency Skills and Performance Enhancement Skills.
• Pursue lifelong learning, self-assessment, and goal setting.

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

Extensive military service and competency in instruction preferred.

IV. TExES Competencies:

N/A

V. Course Objectives/Learning Outcomes

By the end of the course, students should possess a basic understanding of the unique aspects of the officer corps, fundamentals of leadership, and gain practical experience using critical communication skills. Through leadership labs, Cadets develop and demonstrate an understanding and ability to perform basic land navigation, troop-leading, and squad and platoon tactical operations.

VI. 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. 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.

VII. Evaluation and Graded Assignment:

Physical Training (PT)
Contracted cadets are mandated to participate in collective PT as part of their contractual requirements and overall grade. Non-contracted cadets are highly encouraged to participate in regularly scheduled PT to increase their level of physical fitness. Maximum effort during
training is encouraged. PT is conducted in the Hammerhead Lot on (Monday Ruck March),
Tuesday, Wednesday, and Thursday, of each week from 0600-0700. Unless otherwise
specified, the uniform for PT is the Army Physical Fitness Uniform (APFU). If not issued a
uniform, a conservative civilian physical fitness outfit will suffice.

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 readings,
working with fellow students to engage in class exercises, and leading lab exercises.
Participation accounts for 10% of your overall grade.

Lesson Assessments
The class is interactive and uses homework and in-class assignments to evaluate learning.
Lesson assessments account for 30% of your overall grade. Students must achieve 70% to
earn a passing score.

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. The mid-term exam accounts for 25% of your overall grade. Students
must achieve 70% to earn a passing score. The mid-term exam will be administered in class
at a date later to be determined.

Final Exam
A cumulative final exam will be given to test the levels of learning achieved by students
throughout the course of the semester. The final exam accounts for 35% of your overall
grade. Students must achieve 70% to earn a passing score. The final exam will be
administered in class at a date later to be determined.

Evaluation and Grading
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<tr>
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<td>Final Exam</td>
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Based on 100 points possible.

Grading Scale
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<td>59 and Below</td>
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VIII. Course Schedule (Subject to change without prior notice), Requirements, and Policies

Class Policies

Required or Recommended Readings
A. A comprehensive listing of Army resources that directly apply to the course material can be found below. Specific reading requirements will be identified on the Blackboard course site for each session. A more exhaustive list of applicable resources is provided at the end of this syllabus.

B. Required Materials 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
Platoon Leader Forum- The Platoon Leader 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. Contracted Cadets are strongly encouraged to register and participate on this forum. The link to Platoon Leader is located on the ROTC Blackboard website under the Interesting Links block or at: http://platoonleader.army.mil/.

Learning Objectives and Homework
L01, Course Overview
- Describe the MSL102 course structure, outcomes, and content
- Summarize the required course assignments and student expectations

Cadet Assignments:
- Read MSL102 Syllabus.docx
- Read MSL100-200 Army ROTC Writing Program SR

L02, Squad Tactics I Basic Components
- List the composition of an Infantry rifle squad and Squad Leader responsibilities
• Explain the organization of an Infantry rifle squad fire team and the roles and responsibilities of each team member

Cadet Assignments:
• Turn in writing program journal assignment (one paragraph)/or be prepared to quiz on this lesson topic.
• Read MSL102L02 Squad Tactics I Basic Components SR

L03, Squad Tactics II Basic Movements
• Describe the three Individual Movement Techniques (IMT) implemented while moving under direct fire
• Demonstrate an understanding of how and when to apply the various team movement formations

Cadet Assignments:
• Turn in writing program journal assignment (one paragraph)/ or quiz
• Read MSL102L03 Squad Tactics II Basic Movements SR

L04, Squad Tactics III Basic Patrolling
• Identify the two main types of patrols and their different elements
• Identify the five (5) Principles of Patrolling
• Employ basic Hand and Arm Signals

Cadet Assignments:
• Turn in writing program journal assignment (one paragraph)/ or quiz
• Turn in MSL102L03 Squad Tactics II Basic Movements LA.docx (writing assignment)
• Read MSL102L04 Squad Tactics III Basic Patrolling SR

L05, Introduction to Critical Thinking
• Define Critical Thinking
• Identify the Characteristics of Critical Thinking
• Apply the Eight Elements of Thought and Nine Intellectual Standards to a Situation

Cadet Assignments:
• Turn in MSL102L04 Squad Tactics III Basic Patrolling LA.docx (writing assignment)/ or quiz
• Read MSL101L05 Introduction to Critical Thinking SR

L06, Apply Critical Thinking
• Recall the Characteristics of Critical Thinkers and the Eight Elements of Thought
• Describe the Eight Essential Intellectual Traits
• Apply Critical Thinking to a situation and written article
Cadet Assignments:
- Turn in writing program journal assignment (one paragraph)/ or quiz
- Read MSL102L06 Apply Critical Thinking SR
- Prepare for MSL102L07 Midterm Exam (L02-L06 Take-Home)/ Semester Journal Essay (Cadre Option)

L07, Midterm Exam
- Evaluate student knowledge of lesson materials
- Determine if student retains subject information

Cadet Assignments:
- Complete MSL102 Mid-Term Exam (Cadre Option)

L08, Learning Styles and Lifelong Learning
- Describe the three types of Learning Styles
- Explain characteristics associated with each Learning Style
- Describe the three Army Leader Development Domains

Cadet Assignments:
- Turn in MSL101L06 Apply Critical Thinking LA/ or quiz
- Read MSL102L08 Learning Styles and Lifelong Learning SR

L09, Goal Setting & Time Management
- Identify the key points that support setting effective goals
- Construct a process for effective time management
- Explain the barriers to time management
- Develop a personalized and systematic goal plan

Cadet Assignments:
- Turn in writing program journal assignment (one paragraph)/ or quiz
- Turn in completed MSL102L08 Learning Styles and Lifelong Learning LA
- Read MSL102L09 Goal Setting and Time Management SR

L10, Communications Process
- Understand the communication process
- Identify barriers to effective communication
- Describe ways to improve interpersonal communication

Cadet Assignments:
• Turn in writing program journal assignment (one paragraph)/ or quiz
• Turn in completed MSL101L09 Goal Setting and Time Management LA

L.11, Persuasive Communications
• Describe the Rhetorical Triangle and appeals to Ethos, Logos, and Pathos.
• Analyze persuasive communications

Cadet Assignments:
• Turn in writing program journal assignment (one paragraph)/ or quiz
• Turn in completed MSL102L10 Communications Process LA
• Read MSL102L11 Persuasive Communications SR

L.12, Final Exam
• Evaluate student knowledge of lesson materials
• Determine if student retains subject information

Cadet Assignments:
• Prepare for the Final Exam (comprehensive evaluation that contains information covered in lessons L02 to L11, students must achieve a score of 70% or higher)

IX, Course Policies

A. Attendance/Tardiness.

1. Cadets are authorized FOUR absences for the semester before points are taken away (10.7% of 28 total scheduled class days). If you are not able to make a class, speak with the instructor no later than (NLT) 72 hours (3 business days) in advance in order to work out a way to make up the material discussed. Cadets receive daily points for attendance. If a Cadet is absent FOUR times, or fewer, then the instructor will award full attendance points for the semester. If, however, a Cadet is absent more than three times, without prior approval/excusal from the instructor, then the lost points will apply to the final grade. Cadets should note that
more than three absences WILL result in enough points lost to drop at least one letter grade. Additional absences could reduce the letter grade further. One additional point: Cadets are enrolled in the class through TAMUCC, however, contracted Cadets are also obligated through their service contract. Excessive absenteeism could be determined to be in violation of the Cadet’s contractual obligation, and may impact more than just academics.

2. Tardiness will NOT be tolerated, however circumstances may 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. This is a professional courtesy to both your classmates and the instructor. It is up to the instructor discretion as to whether the tardiness was avoidable, or not. The instructor may count the Cadet as absent, or may deduct attendance points from the available points that day, at his or her discretion, if the tardiness is determined to be without justification. Unless an emergency exists preventing prior coordination, attendance will be marked as an unexcused absence.

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 (AR) 670-1 and Department of the Army Pamphlet (DA PAM) 670-1. Cadets found to be wearing the uniform in a manner inconsistent with the standards in AR 670-1 may be required to correct the deficiency prior to class, or the instructor, at his or her discretion, may count the Cadet as absent. Contracted Cadets including those in a “conditional” status, are required to wear the uniform as prescribed in the ROTC SOP, approved training schedule, and per Cadre guidance. Non-Contracted Cadets are not required to wear the uniform, but WILL adhere to AR 670-1 and USACC policy if they choose to do so. The attendance policy WILL apply to ALL Cadets, regardless of contracting status, IF they choose to wear the provided uniforms. “Participating/Auditing” Cadets in their MSIV year are not authorized to wear the uniform, and as such, are exempt from this as an attendance requirement.

4. Summary: unexcused absences, beyond the four authorized and without prior coordination, will result in: counseling, a loss of one letter-grade at a minimum, and the possibility of disenrollment IAW CC 145-1, at the discretion of the instructor and the PMS.

5. Critical classes. The above policy applies to routine classroom attendance ONLY. Cadets will NOT be excused from scheduled briefing dates, mid-term or final exam dates, and essay turn-in dates. Absences on those scheduled dates will result in loss of attendance and participation points as well as loss of points due to missing the scheduled coursework (briefing, exam, essay). Cadets who need to miss class on the day the essay is due may turn it in early to prevent loss of points on that date.

B. Late work and Make-up Exams. If a quiz is missed, or an assignment is turned in late, it is the cadets responsibly to make it up before the beginning of the next scheduled lecture class. Coordinate with the Instructor regarding assignments. Assignments/quizzes submitted later than the beginning of the next class will lose 10% weekly for three weeks after which they will no longer be accepted and the student will receive a ‘zero’ for that requirement. Mid-term and Final
exams will only be offered for a maximum of ½ credit if Cadets miss the scheduled course date without prior coordination with the instructor.

**C. Extra Credit.** Students will have opportunity to receive extra credit, at the discretion of the course instructor. Extra credit options may come from a variety of sources, and will be determined by the instructor. Quizzes may be completed as extra credit, but will be limited to a maximum of ½ credit under this category. The opportunity to make up quizzes is left up to the discretion of the instructor.

**D. 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, but at the discretion of the instructor. If Cadet’s are determined to be using an electronic device in a manner inconsistent with this guidance, the instructor may deduct participation points for that day.

**E. 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.) In this class, academic misconduct or complicity in an act of academic misconduct on an assignment or test will result in the following:

1. 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.

2. Penalties that may be applied to individual cases of academic dishonesty include one or more of the following:
   a. Written reprimand.
   b. Requirement to re-do work in question.
   c. Requirement to submit additional work.
   d. Lowering of grade on work in question;
   e. Assigning grade of 'F' to work in question;
   f. Assigning grade of 'F' for course;
   g. Recommendation for more severe punishment, such as dismissal from the program or from the University.
   h. See the University Catalog for more information.

**F. 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 your academic advisor, the Financial Aid Office, and me, before you decide to drop this course.* 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. This course follows the university calendar, and students should familiarize themselves with critical dates such as the last day to drop a class with an automatic grade of “W” this term.

G. Uniforms and Appearance (See Islander Battalion Uniform Policy). You are expected to wear ACUs (Army Combat Uniform) to all classes and labs IAW the training schedule. You will adhere to Army Regulation 670-1 and associated ALARACT messages with regard to uniforms and appearance changes. Cadets will wear the Army Service Uniform (ASU) at least once per month to ensure readiness for Color Guard requirements. Uniform requirements will be noted on the published training calendar and changes will be discussed in class. Take note of the attendance/tardiness policy with regards to uniform and adherence to AR 670-1. Note: Participant/Auditing Cadets in their MSIV year are not authorized to wear the uniform, and as such, are exempt from this requirement.

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

I. 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.

J. Statement of Civility (can be in place of classroom/professional behavior) 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.

K. Grade Appeals*. As stated in University Procedure 13.02.99.C0.03, 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 Procedure 13.02.99.C0.03, Student Grade Appeals. These documents are accessible through the University Rules Web site at http://academicaffairs.tamucc.edu/rules_procedures/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.

L. 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.

M. 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.

N. 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.

1. The PMS 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.

2. Cadets must make accommodation requests to the instructor with enough time to allow for coordination and action. For classroom and physical training purposes, a request must be received forty-eight (48) hours before the accommodation is needed. For field training exercises (FTX), two-weeks is the minimum timeframe to ensure the request can be granted. PMS accommodations are restricted to Military Science courses and ROTC training events. Cadets should direct accommodation requests for all other activities (non-ROTC) to the appropriate authority responsible for those activities.

3. Requests for religious accommodation generally fall into five major areas:
   – Worship practices.
- Dietary practices.
- Medical practices.
- Wear and appearance of the uniform.
- Grooming practices.

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

O. 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.

1. 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 the offender may be subject to criminal, disciplinary, and/or administrative action.

2. It is every individuals’ (Cadet, 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 and Chapter 7 and AR 600-100.

P. 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).

1. 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.

2. Trainers providing entry-level training will sign a DD Form 2982 that acknowledges their understanding of the prohibitions listed in paragraph 5d 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 1 year after the trainer has left the unit.

3. 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.

4. 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 6 months after the trainee has left the unit.

NOTE: See ROTC Blackboard BOLC A Curriculum and Course Materials (Protecting Against Inappropriate Relations) for Army Directive 2016-17 and DoDI 1304.33 and Policy Letter materials.

VIII. Overview of Class Sessions (Syllabus, Course Outline). The below table is provided as an initial summary of course topics with planned/tentative dates. Dates and topics are subject to change based on instructor requirements, and will be communicated to students in advance.

IX. Additional List of Available Resources

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<th>Number</th>
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<th>Additional Information</th>
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<td>SH 21-76</td>
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<td>April 2017</td>
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<td>Tactics in Counterinsurgency</td>
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| AR 27-10 | Military Justice | 11 MAY 16 |
| AR 37–104–4 | Military Pay and Allowances Policy | 8 JUN 05 |
| AR 350-1 | Army Training and Leader Development Program | 10 DEC 17 |
| AR 350-50 | Combat Center Training Program | 3 APR 17 |
| AR 350-53 | Comprehensive Soldier and Family Fitness | 19 JUN 14 |
| AR 360-1 | The Army Public Affairs Program | 25 MAY 11 |
| AR 530-1 | Operations Security | 26 SEP 14 |
| AR 600-8-10 | Leaves and Passes | 15 FEB 06 |
| AR 600-8-19 | Enlisted Promotions and Reductions | 25 APR 17 |
| AR 600-8-22 | Military Awards | 25 JUN 15 |
| AR 600-20 | Command Policy | 6 NOV 14 |
| AR 600-24 | Health promotion, risk reduction, and suicide prevention | 14 APR 15 |
| AR 600-63 | Army Health Promotion | 14 APR 15 |
| AR 623-3 | Evaluation Reporting System | 4 NOV 15 |
| AR 635-200 | Active Duty Enlisted Administrative Separations | 19 DEC 16 |

| DA PAM 350-58 | Army Leader Development Program | 8 MAR 13 |
| DA PAM 600-3 | Officer Professional Development and Career Management | 26 JUN 17 |
| DA PAM 600-8 | Military Human Resources Management Administrative Procedures | 6 APR 16 |
| DA Pam 623-3 | Evaluation Reporting System | 10 NOV 15 |
| TRADOC Pam 525-3-3 | U.S. Army Functional Concept for Mission Command 2020-2040 | 6 FEB 17 |

| ATN | Unit Training Management | DEC 13 |
| ATN | LG to Company Training Meetings | DEC 13 |
| ATN | LG to AAR | DEC 13 |
| ATN | Develop Unit METL |  |
| ATN | Determine KCT to Train |  |
| ATN | Objective Assessment of Training Proficiency: Initial Operating Capability: | 29 SEP 17 |
X. Website Links:

- ROTC Blackboard (Bb) - https://rotc.blackboard.com/
- Army Knowledge Online (AKO) - https://www.us.army.mil/
- Army Training Network (ATN) - https://atn.army.mil/
- Central Army Registry (CAR) - https://atiam.train.army.mil/catalog
- Army Publication Division (APD) - https://armypubs.army.mil/
- United States Army Human Resources Command (HRC) - https://www.hrc.army.mil/
- U.S Army Center for Army Lessons Learned; https://usacac.army.mil/organizations/mccoe/call/

XI. Cadet Status Definitions

A. Contracted Cadets. Any Cadet fully enrolled per AR 145-1, includes scholarship, non-scholarship, SMP, etc.

B. Conditional Cadets. Includes students who have completed part I of DA 597 but have
not completed the DD 4 series. Conditional Cadets are not authorized to attend basic or advanced in this status. Conditional Cadets are expected to fully participate in ALL campus based ROTC training events, to include, PT, APFT, FTXs. Etc.

C. Auditing Students. Auditing students are restricted to classroom instruction only (AR 145-1, para 3-27), and will not be issued or wear the uniform, and will not receive commissioning credit or be issued a DA 134 based on course attendance. Auditing students are also referred to as “Participating” students per CCPAM 145-4, Section I, paragraph 2.

D. Alien Students. See AR 145-1, para 3-29 for details. Many restrictions apply to this category, and will not be covered in this syllabus.